

Star Equity Holdings

Common Stock (Nasdaq: STRR)

Series A 10% Preferred Stock (Nasdaq: STRRP)

A Diversified Holding Company

Creating Shareholder Value through Organic Growth, Acquisitions, and Share Repurchases

February 2026



Forward-Looking Statements

This presentation contains statements that Star Equity Holdings, Inc. (“the Company”) believes to be “forward-looking statements” within the meaning of Section 27A of the Securities Act of 1933, as amended, Section 21E of the Securities Exchange Act of 1934, as amended, and the Private Securities Litigation Reform Act of 1995. All statements other than statements of historical fact included in this presentation, including statements regarding the Company’s future financial condition, results of operations, business operations and business prospects, are forward-looking statements. Words such as “anticipate,” “estimate,” “expect,” “project,” “intend,” “plan,” “predict,” “believe,” and similar words, expressions, and variations of these words and expressions are intended to identify forward-looking statements. All forward-looking statements are subject to important factors, risks, uncertainties, and assumptions, including industry and economic conditions that could cause actual results to differ materially from those described in the forward-looking statements. Such factors, risks, uncertainties, and assumptions include, but are not limited to, (1) global economic fluctuations, (2) the Company’s ability to successfully achieve its strategic initiatives, (3) risks related to potential acquisitions or dispositions of businesses by the Company, (4) risks related to the market price of the Company’s common stock relative to the value paid pursuant to the Merger Agreement, (5) unexpected costs, charges or expenses resulting from the Merger, (6) potential adverse reactions or changes to business relationships resulting from the completion of the Merger, (7) risks related to the inability of the combined company to successfully operate as a combined business, (8) risks associated with the possible failure to realize certain anticipated benefits of the proposed Merger, including with respect to future financial and operating results, (9) risks related to fluctuations in the Company’s operating results from quarter to quarter due to various factors such as rising inflationary pressures and interest rates, (10) the loss of or material reduction in our business with any of the Company’s largest customers, (11) the ability of clients to terminate their relationship with the Company at any time, (12) competition in the Company’s markets, (13) the negative cash flows and operating losses that may recur in the future, (14) risks relating to how future credit facilities may affect or restrict our operating flexibility, (15) risks associated with the Company’s investment strategy, (16) risks related to international operations, including foreign currency fluctuations, political events, trade wars, natural disasters or health crises, including the Russia-Ukraine war, and potential conflict in the Middle East, (17) the Company’s dependence on key management personnel, (18) the Company’s ability to attract and retain highly skilled professionals, management, and advisors, (19) the Company’s ability to collect accounts receivable, (20) the Company’s ability to maintain costs at an acceptable level, (21) the Company’s heavy reliance on information systems and the impact of potentially losing or failing to develop technology, (22) risks related to providing uninterrupted service to clients, (23) the Company’s exposure to employment-related claims from clients, employers and regulatory authorities, current and former employees in connection with the Company’s business reorganization initiatives, and limits on related insurance coverage, (24) the Company’s ability to utilize net operating loss carryforwards, (25) volatility of the Company’s stock price, (26) the impact of government regulations and deregulation efforts, (27) restrictions imposed by blocking arrangements, (28) risks related to the use of new and evolving technologies, (29) the adverse impacts of cybersecurity threats and attacks, (30) risks associated with our real estate ownership, (31) risks associated with the costs and availability of supplies and materials due to trade tariffs or other factors affecting the commodities and materials we use in our business, (32) risks associated with liability claims and disputes, (33) risks associated with restrictions on our operations caused by our indebtedness, (34) risks associated with the shutdown of the U.S. federal government, (35) risks associated with changes in tax laws or relations, and (36) those risks set forth in “Risk Factors in the Company’s Annual Report on Form 10-K for the year ended December 31, 2024.” The foregoing list should not be construed to be exhaustive. Actual results could differ materially from the forward-looking statements contained in this presentation. In view of these uncertainties, you should not place undue reliance on any forward-looking statements, which are based on our current expectations. These forward-looking statements speak only as of the date of this presentation. The Company assumes no obligation, and expressly disclaims any obligation, to update any forward-looking statements, whether as a result of new information, future events or otherwise.

Who We Are

- Who We Are
- How We Got Here
- Where We Are Going
- How We Are Going to Get There

Star's Current Business Divisions

Star Equity Holdings is a diversified holding company with four divisions ⁽¹⁾:

Building Solutions

KBS Builders Inc.
EdgeBuilder, Inc.
 Wall panels for the pro builder.
TIMBER TECHNOLOGIES
Glenbrook Building Supply, Inc.
 Serving pro contractors since 1988.

+ Future bolt-on acquisitions

Business Services

HUDSON
 TALENT SOLUTIONS

+ Future bolt-on acquisitions

Energy Services

ALLIANCE DRILLING TOOLS

+ Future bolt-on acquisitions

Investments

	Real Estate Assets
	Other Investments

Future Segments

To be established with the potential acquisition of new verticals

⁽¹⁾ On August 22, 2025, the Company completed its previously announced acquisition of Star Operating Companies, Inc. (“Star Operating”, formerly known as Star Equity Holdings, Inc.), pursuant to the Agreement and Plan of Merger, dated as of May 21, 2025 (the “Merger Agreement”), by and among the Company, Star Operating and HSON Merger Sub, Inc., a wholly owned subsidiary of the Company (“Merger Sub”). Upon the terms and subject to the conditions of the Merger Agreement, on August 22, 2025, at the effective time of the merger pursuant to the Merger Agreement (the “Merger”), Merger Sub merged with and into Star Operating, with Star Operating continuing as the surviving corporation of the Merger as a wholly owned subsidiary of the Company. Effective September 5, 2025, the Company changed (i) its name to Star Equity Holdings, Inc. and (ii) its trading symbol on Nasdaq to STRR and STRRP.

Differentiated Corporate Strategy and Structure

Similar to private equity, but with key distinctions allowing Star to:

1 Scale quickly and profitably through organic growth

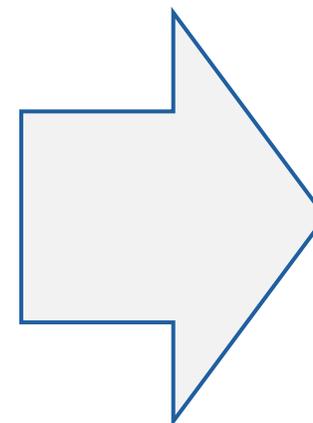
2 Have flexible holding periods thanks to an open-ended investment time horizon

3 Have a long-term partnership approach rather than short-term transactional one

4 Pursue both private and public acquisition targets, sometimes through activism ⁽¹⁾

5 Be a logical aggregator of select microcaps that fit Star's acquisition criteria

6 Leverage a mix of cash, debt, and preferred stock to offer flexible deal structures to counterparties



Medium-term Goals (~5-year)

1. Outperform the Russell 2000 Index
2. Get added to the Russell 2000 Index

Our Team

Corporate Team

Star's Corporate Team consists of 13 people and functions similarly to a PE firm

Star's corporate team is responsible for:

- M&A
- Strategy & Vision
- Capital Allocation
- Capital Markets & Bank Relationships
- Management of the Investments Division
- Public Company Duties
- Compliance and Legal

Allowing local management teams to focus on operations and growth opportunities

Operating Companies

Star's Operating Companies comprise a global team of ~1,500 people operating across three sectors

Star's operating company teams are responsible for:

- Operations
- Organic Growth
- EBITDA & Free Cash Flow Generation
- Sourcing of Local M&A Opportunities

Star seeks bolt-on and adjacent acquisitions to supplement organic growth at its operating companies

Financial and Valuation Highlights

Pro forma Financial Highlights ⁽¹⁾

\$242M

2026E
Revenue

\$13M

2026E
Adj. EBITDA

\$0.89

2026E
Adj. EPS

\$240M

NOLs
as of 12/31/2024

We believe STRR, as a stock, is undervalued on any measure ⁽¹⁾:

*Levered Metrics
(i.e., Based on
Equity Value)*

Price/Earnings: 11.7x

Price/Book ⁽²⁾: 0.8x

FCF Yield: 10.1%

⁽¹⁾ Figures are 2026E and based on Bloomberg consensus estimates. These are not company numbers but are provided for convenience. The Company assumes no obligation, and expressly disclaims any obligation, to update any forward-looking statements, including Bloomberg consensus estimates, whether as a result of new information, future events or otherwise. Please refer to the section regarding "Forward-Looking Statements" on page 2 for more information. Stock price as of 1/28/2026.

⁽²⁾ Book value of common equity as of YE2025 (i.e., net of preferred stock at liquidation preference) based on Bloomberg consensus estimates.

Capital Structure & Valuation Metrics

Capital Structure

Cash ^{(1) (2)}	\$18.5 M
Real Estate ^{(2) (3)}	\$10.2 M
Public Investments ⁽²⁾	\$2.7 M
Private Investments ⁽²⁾	\$8.0 M
Total Debt on Operating Businesses ^{(2) (4)}	\$13.0 M
Debt less Cash ("Net Cash") ⁽²⁾	(\$ 5.6) M
Preferred Stock ^{(5) (6)}	\$23.7 M
Common Shares Outstanding ⁽⁶⁾	3.8 M
Stock Price ⁽⁷⁾	\$10.44

⁽¹⁾ Includes restricted cash.

⁽²⁾ Book value as of 9/30/2025.

⁽³⁾ Gross book value of real estate.

⁽⁴⁾ Excluding operating leases.

⁽⁵⁾ Based on liquidation preference of \$10.00 per share.

⁽⁶⁾ As of 12/09/2025.

⁽⁷⁾ As of 01/28/2026.

Select Valuation Metrics

Book Value ("BV") ⁽⁸⁾	\$44.1 M
Market Capitalization ⁽⁷⁾	\$39.3 M
Preferred Stock ^{(5) (6)}	\$23.7 M
Debt less Cash ("Net Cash") ⁽²⁾	(\$5.6) M
Enterprise Value ⁽⁹⁾	\$57.4 M
Preferred Stock ^{(5) (6)}	(\$23.7) M
Investments ^{(2) (10)}	(\$10.7) M
Real Estate ^{(2) (3)}	(\$10.2) M
Enterprise Value (adjusted) ⁽¹¹⁾	\$12.8 M

⁽⁸⁾ Estimated book value of common equity as of YE2025 (i.e., net of preferred stock at liquidation preference) based on Bloomberg consensus estimates.

⁽⁹⁾ Excluding operating leases.

⁽¹⁰⁾ Includes public and private investments.

⁽¹¹⁾ Excluding operating leases, investments, real estate, and preferred stock. Note: preferred stock dividends of \$2.4M per year need to be subtracted from unlevered cash flow when using this calculation of Adjusted EV.

How We Got Here

Who We Are

➤ How We Got Here

Where We Are Going

How We Are Going to Get There

August 2025 Transformational Merger ⁽¹⁾

Star Operating Companies, Inc.

*(f.k.a. Star Equity Holdings, Inc. &
NASDAQ: STRR until 08/22/25)*

Building Solutions

Energy Services

Investments



Hudson Global, Inc.

(NASDAQ: HSON until 09/04/25)

Business Services

\$240M in NOLs ⁽²⁾



On 08/22/2025, the two microcaps merged to form today's company

Star's M&A and Investing Transactions since 2022 ⁽¹⁾

Asset Sales

In 2023: Digirad Health, Inc.

\$40M valuation

Sold Digirad Health, Inc. to PE-owned Catalyst MedTech (formerly TTG Imaging Solutions, LLC)

Valuation Breakdown:

- \$27M Cash
- \$7M Note
- \$6M Equity Roll into NewCo

Acquisitions

In 2023: Big Lake Lumber (**\$3.3M**)

(Bolt-on for Glenbrook; Minneapolis-based lumber yard)

In 2024: Timber Technologies (**\$23.7M**)

(Adjacent to EdgeBuilder Glenbrook; Wisconsin-based glulam manufacturer)

In 2025: Alliance Drilling Tools (**\$12.6M**)

(Platform in Oil Field Services space with locations in Rockies and Texas)

Transformational Transaction

In 2025: Merger with Hudson Global

Investments

In 2024: SDPI Investment

~35% return

Generated when Superior Drilling Tools (NYSE: SDPI) was acquired by Drilling Tools International Corp. (NASDAQ: DTI)

In 2025: SVT Investment

~340% return

Generated when Servotronics, Inc. (NYSE: SVT) was acquired by TransDigm Group Inc. (NYSE: TDG)

Where We Are Going

Who We Are

How We Got Here

➤ Where We Are Going

How We Are Going to Get There

Grow Our Business Via a Three-Pronged Growth Strategy

Grow Organically

Invest in growth ideas and operational improvements

Adj. EBITDA Goals:

- \$13M 2026E ⁽¹⁾
- \$40M by 2030 ⁽²⁾

Grow Via Acquisitions

Acquire private and / or public companies



Use cash, debt, and/or preferred stock for M&A

Make Targeted Investments

Select **microcaps** that could be:

- Acquisition targets
- Strategic investments

⁽¹⁾ Based on Bloomberg consensus estimates. Star assumes no obligation, and expressly disclaims any obligation, to update any forward-looking statements, including Bloomberg consensus estimates, whether as a result of new information, future events or otherwise. See slide 2 for more information.

⁽²⁾ We expect our revenue to grow 10-15% per year on average over the next 5 years and Adj. EBITDA to grow faster than that rate, excluding acquisitions. See slide 23 for more detail.

Star's M&A Opportunity Set

Actively seeking both **public & private acquisition opportunities** to complement our organic growth

Public Companies

- Over 3,000 public companies with less than \$30M of EBITDA in the US ⁽¹⁾
 - Costs and complexities of being public keep rising
 - Star is a logical aggregator of select micro-caps, where public company and redundant overhead costs can be eliminated, creating value for shareholders

Private Companies

- Large subset of high-quality, privately owned small businesses with ownership seeking an exit
- Demographic trends such as the “Silver Tsunami” of baby boomer retirements suggest an increase in business ownership transitions
 - An est. 12 million baby boomers own private businesses in the U.S.; approx. 4 million have annual revenue of \$5 - \$100M ⁽²⁾
 - ~45% of family-owned businesses lack a succession plan ⁽³⁾

⁽¹⁾ Data according to Bloomberg.

⁽²⁾ According to Ballard Spahr LLP.

⁽³⁾ According to the Kreischer Miller Family Business Survey.

Characteristics - What We Are Looking For (M&A)

Characteristics of Star's operating businesses and acquisition targets:

1. Low maintenance capex / asset-lite business models
2. Significant organic growth opportunities / growing industries
3. Focus on B2B
4. Fragmented markets / availability of bolt-on acquisition targets
5. Excellent local operating management teams
6. Owner mentality (insiders own approx. 35% of shares) ⁽¹⁾

We are looking to acquire businesses generating \$10-\$50M in Revenue with >\$2M of EBITDA in the following industries:

Existing Star Verticals (highest priority):

- Building Solutions / Housing / Building Materials
- Staffing / Business Services
- Energy Services

Potential New Verticals for Star:

- Transportation / Logistics
- Industrials / Manufacturing
- Materials
- NO start-ups or VC-type situations

How We Are Going to *Get There*

Who We Are

How We Got Here

Where We Are Going

➤ How We Are Going to Get There

Building Solutions: Future Goals

Near-Term Financial Goals:

- ✓ Increase KBS's modular manufacturing capacity and output
- ✓ Explore opportunities to re-open idle Oxford, Maine plant
- ✓ Expand presence in each of KBS, EBGL, and TT's markets by increasing output and adding new products and services

Long-term Financial Goals by Company:



Mid-teens annual revenue growth
(exceeding 2019 - 2024 CAGR of 6.3%)



High single-digit annual revenue growth
(exceeding 2019 - 2024 CAGR of 8.0%)



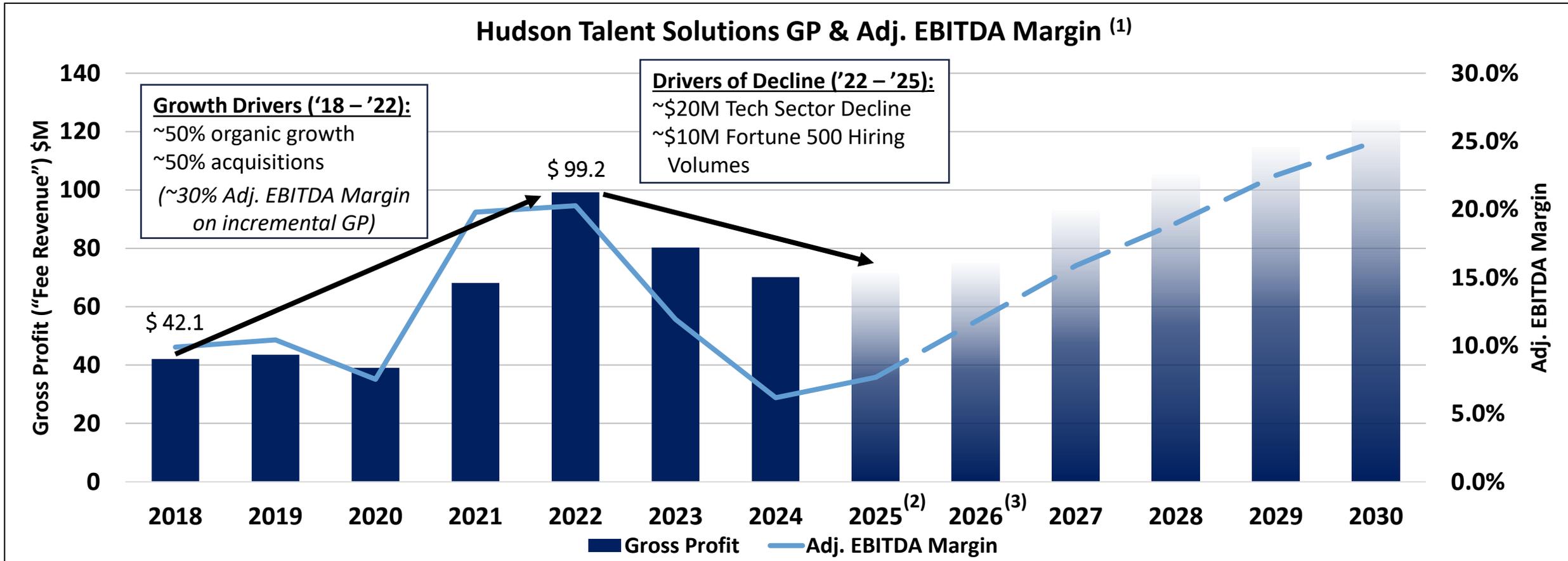
High single-digit annual revenue growth

Division-wide goal of **10%+** annual revenue growth with gross margins of **25%+**

Implies 2030E Revenue of \$100M+, Gross Profit of \$25 - \$30M, and Adj. EBITDA of \$15 - \$20M ⁽¹⁾

⁽¹⁾ We are unable to reconcile our 2026 and long-term reported net income estimate to our 2026 and long-term adjusted EBITDA estimate because we are unable to predict the long-term impact of foreign exchange or the mark-to-market net impact on commodity derivatives due to the unpredictability of future changes in foreign exchange rates and commodity prices. Therefore, we are unable to provide a reconciliation of these measures.

Business Services: Historical Trends & Future Goals



We believe HTS can return to and exceed its 2022 performance in the coming years

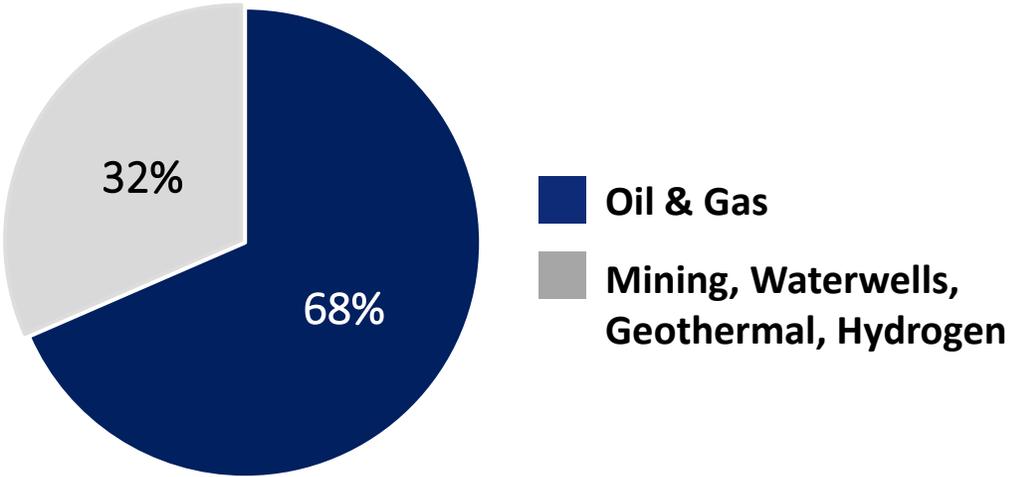
⁽¹⁾ Adjusted EBITDA is a non-GAAP number. For more information and reconciliations of non-GAAP measures, see slide 39.

⁽²⁾ YTD Sept. 2025 results annualized; ⁽³⁾ Based on Bloomberg consensus estimates. The Company assumes no obligation, and expressly disclaims any obligation, to update any forward-looking statements, including Bloomberg consensus estimates, whether as a result of new information, future events or otherwise. See slide 2 for more information.

Energy Services: Revenue Breakdown and Future Goals

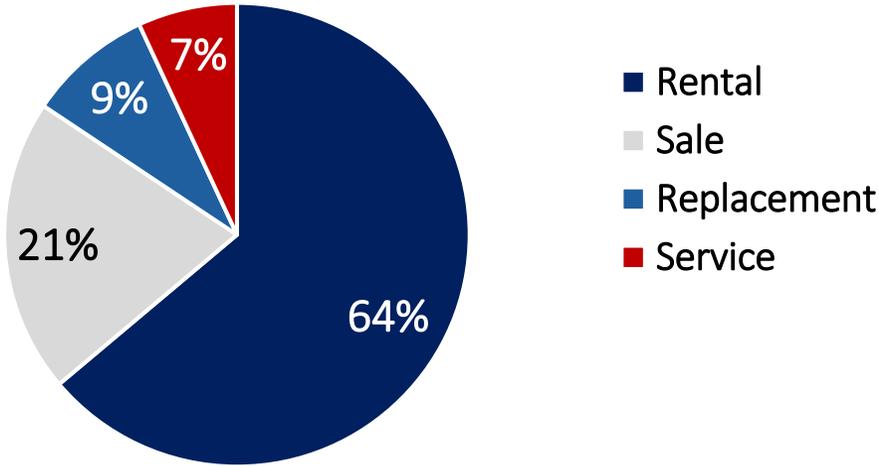
Revenue Breakdown

Revenue by End-Market ⁽¹⁾



Revenue Streams ⁽¹⁾

(% of Total Revenue)



Near-Term Financial Goals

- ✓ Strategic investments to meet rising demand for ADT's services, expand its operational capacity, service more rigs, and unlock substantial revenue potential
- ✓ Seeking bolt-on acquisitions

Goal of 10% annual revenue growth and scaling to **\$10M+ in Adj. EBITDA**

⁽¹⁾ September 2025 TTM revenue breakdown.

Investments: \$20 - \$30M of Potential Value to Be Unlocked

Real Estate

Estimated Value \$10 - \$12M ⁽¹⁾

- Owns, manages, and finances real estate assets of operating companies
- Negotiates standalone financing to optimize financial leverage and cost of capital
- Executes sale-leaseback transactions on owned real estate when attractive to do so



Private Investments

Estimated Value \$8 - \$13M ⁽¹⁾ ⁽²⁾

- Star Equity Investment Holdings retains private company debt and minority equity interests
- Makes strategic investments including potential acquisition targets or JV partners

CATALYST
MEDTECH

Public Investments

Portfolio Value \$2.7M ⁽¹⁾

- Star Equity Fund (“SEF”) manages public equity portfolio
- Focuses on impact investments to unlock latent value
- Could use activist approach in certain situations
- Makes strategic investments including potential acquisition targets or JV partners

 **Star**
Equity Fund, LP

⁽¹⁾ As of 9/30/2025, and evaluated quarterly.

⁽²⁾ Lower end of valuation is book value as of 9/30/2025; higher end includes original (unimpaired) value of Catalyst Equity.

Investments: Real Estate Assets

Real Estate Assets Held Separately from OpCos to Facilitate Value Creation

Currently Owned - Portfolio Value

5 Facilities

\$10 - \$12 Million ⁽¹⁾



- **Oxford, Maine**
 KBS Facility - Idle
 90,000 sq ft
- **Colfax, Wisconsin**
 Timber Tech Facility
 89,000 sq ft
- **Evanston, Wyoming**
 ADT Corporate HQ
 21,400 sq ft
- **Vernal, Utah**
 ADT Sales & Service Facility
 6,950 sq ft
- **Midland, Texas**
 ADT Sales, Service, & Repair Facility
 5,000 sq ft

● Leased - EBGL Facilities

- Oakdale, Minnesota**
10,800 sq ft
- Hudson, Wisconsin**
22,800 sq ft

● Sold / Leased Back Facilities

- Big Lake, Minnesota – Glenbrook Facility**
22,300 sq ft (sold for \$2.7M)
- South Paris, Maine – KBS Facility**
85,000 sq ft (sold for \$5.6M)
- Prescott, Wisconsin – EBGL Facility**
34,200 sq ft (sold for \$2.6M)

● Sold

- Waterford, Maine**
61,900 sq ft facility (sold for \$1.2M)

Investments: Portfolio & Future Goals

Public Investments Portfolio Value ⁽¹⁾

SEF, LP Public Equities ⁽²⁾	\$2.7 Million
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Private Investments Book Value ⁽¹⁾

Catalyst MedTech Note ⁽³⁾	\$6.3 Million
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Catalyst MedTech Equity ⁽³⁾	\$1.0 Million
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MDOS Note	\$0.7 Million
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Total	\$8.0 Million
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⁽¹⁾ As of 9/30/2025.

⁽²⁾ SEF, LP stands for Star Equity Fund, LP (website: starequityfund.com).

⁽³⁾ Catalyst MedTech common equity and seller note relate to the sale of Digirad Health in May of 2023. Original book value of Note including PIK interest totals \$8.8M. Original book value of Catalyst MedTech equity was \$6.0M.

Near-Term Financial Goals

- **Monetize real estate assets** to optimize financial leverage and cost of capital across operating divisions
- Make **strategic investments** in public equities undergoing or poised for change

Long-Term Financial Goals

- **Create value** across portfolio of public and private investments
- Pursue **additional sale-leasebacks** and other financings to unlock latent value of real estate assets

Adj. EBITDA Build-Up by Segment

Segment Adj. EBITDA Build-Up		
(\$ in millions)		
	2025E ⁽¹⁾	2030E Goal ^{(2) (3)}
Building Solutions	\$10.5	\$15.0 - \$20.0
Business Services	6.8	25.0 - 30.0
Energy Services	4.0	5.0 - 10.0
Investments	1.6	~1.0
Segment Sub-Total	\$22.9	~\$48.0
Corporate Costs	(10.6)	~(8.0)
Total Adj. EBITDA	\$12.4	~\$40.0

(1) Pro Forma Q3 2025 results annualized. See slide 40 for more detail.

(2) Excluding acquisitions, we believe in our ability to

- **Grow revenue 10-15% per year on average over the next 5 years**
- **Grow Adj. EBITDA faster than that rate**

(3) We are unable to reconcile our 2026 and long-term reported net income estimate to our 2026 and long-term adjusted EBITDA estimate because we are unable to predict the long-term impact of foreign exchange or the mark-to-market net impact on commodity derivatives due to the unpredictability of future changes in foreign exchange rates and commodity prices. Therefore, we are unable to provide a reconciliation of these measures. Please refer to the section regarding "Forward-Looking Statements" on page 2 for more information.

Capital Utilization & Asset Monetization



Preference for **using non-convertible preferred stock** for acquisitions rather than common stock

Eventual monetization of **\$20M+ of non-cash generating assets** (real estate & investments)

Opportunistic share repurchases (approx. \$10M since 2020); including recent ~8% block purchase



Conclusions

We believe Star is positioned to **DELIVER STRONG SHAREHOLDER RETURNS** through a combination of **ORGANIC GROWTH, ACQUISITIONS, AND ASSET OPTIMIZATION**

1. We are building a diversified, scalable multi-platform portfolio with attractive growth, margins, and ROIC
2. We believe we are positioned to grow Adj. EBITDA from \$13M in 2026E ⁽¹⁾ → \$40M by 2030 ⁽²⁾
 - i. NOLs provide a tax-efficient structure to convert EBITDA growth into free cash flow
3. We believe in our ability to monetize **\$20M+ of non-cash generating assets**
4. We will continue to evaluate acquisition targets that are Bolt-ons/Adjacents/New Verticals
 - i. Any acquisitions would be additive to organic growth forecast of \$40M in Adj. EBITDA by 2030 ⁽²⁾
 - ii. Focus on growing our current platform companies
5. We aim to get added to and outperform the Russell 2000 Index over the medium term

Appendix

Case Study: Former Healthcare Division*

Unlocking Significant Value for Shareholders

\$63.2 million of value realized through portfolio optimization



Since announcing its transition to a diversified holding company in September 2018, Star Equity streamlined its Healthcare division through non-core asset sales and improved performance at its core business with its May 2022 reorganization, culminating in the sale of Digirad Health (“DHI”) in May 2023. The DMS acquisition in 2016 came with non-core real estate assets that were sold off over time, which could happen again with future acquisitions.

⁽¹⁾ DHI sold for \$40 million despite STRR market cap being \$10 million at the time

Case Study – Servotronics Inc. (“SVT”)

SVT: designer and manufacturer of precision control components for the aerospace, industrial, and defense markets

Prior SEF Involvement in 2021



SEF Invested in 2022 Pushed for Change



Outcome – 2025 Unlocked Significant Value

- **Frustrated shareholders** due to
 - Poor financial performance
 - Poor corporate governance
 - Lack of communication from the board
- **SEF recognized SVT’s strong business fundamentals**
 - Believed value could be unlocked by aligning leadership and shareholders’ goals

- **SEF campaign resulted in:**
 1. Termination of poison pill
 2. Resignation of several unqualified long-tenured directors
 3. Appointment of a new CEO, CFO, and two independent board members
 4. Divestiture of a legacy segment, allowing focus on its higher-margin core ATG segment
 5. Initiation of an internal review to seek strategic alternatives

- **SVT acquired by TransDigm for \$47/share**
 - 357% premium over the pre-announcement share price
- **Transaction Benefits**
 - SVT gained access to financial resources and customer relationships, accelerating growth
 - TransDigm has a long history of integrating and scaling businesses like SVT

SEF owned approximately 6% of the common stock of SVT prior to TransDigm’s acquisition

SEF realized ~340% return on its investment

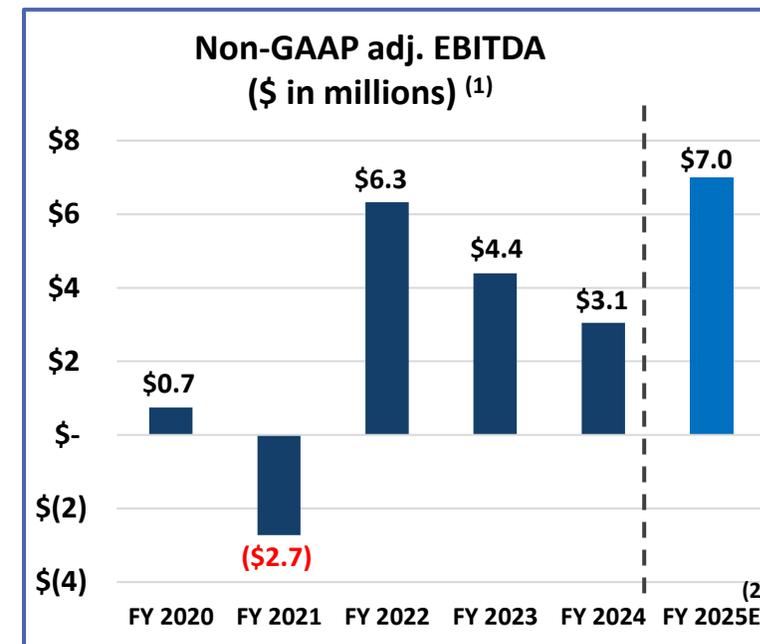
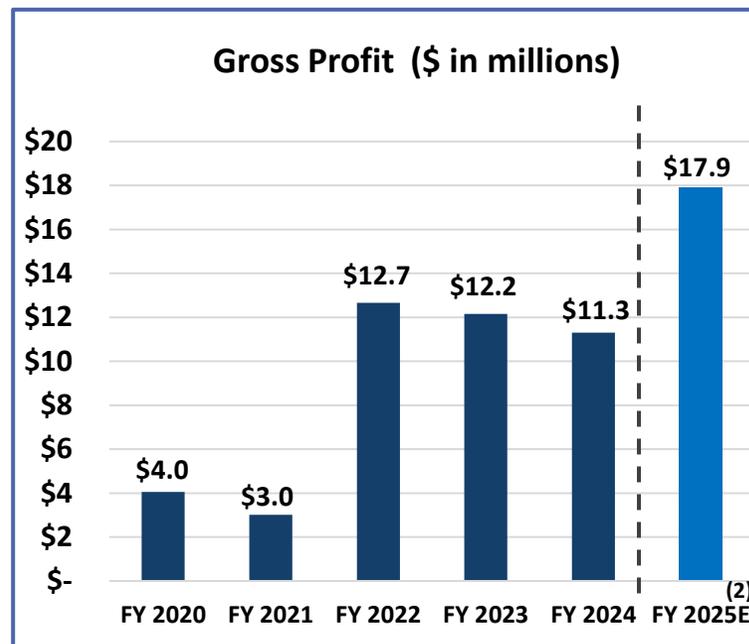
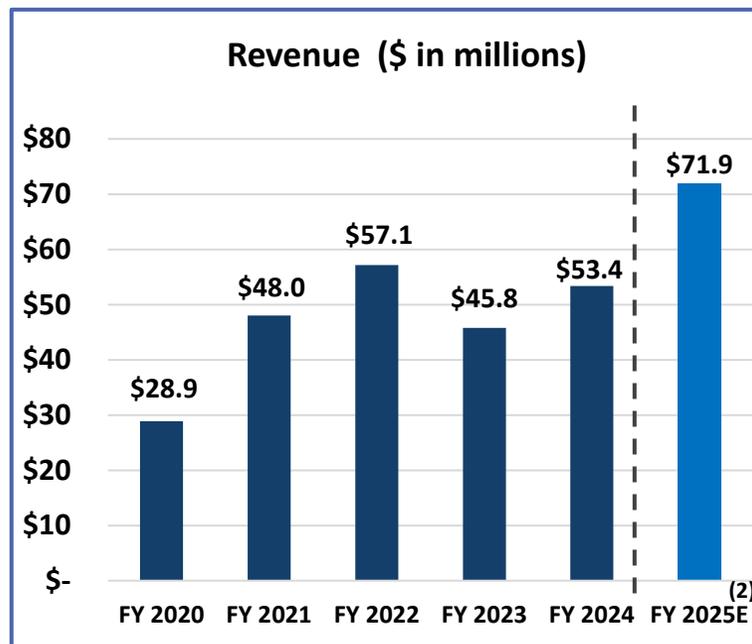
Other Publicly-Traded Holding Companies

Small Cap:	Ticker	Market Cap ⁽¹⁾	Business Highlights
Elah Holdings Inc.	ELLH	11	<ul style="list-style-type: none"> • Co-sponsored by funds managed by 210 Capital and Goldman Sachs Asset Management; significant NOLs • Seek to acquire profitable businesses in the commercial & industrial markets
BBX Capital Corp	BBXIA	49	<ul style="list-style-type: none"> • Real estate development and logistics development • Chocolate and confectionary products
INNOVATE Corp	VATE	76	<ul style="list-style-type: none"> • Infrastructure, life sciences and broadcasting
Aimia Inc.	AIMFF	201	<ul style="list-style-type: none"> • Specialty chemicals • Synthetic rope and netting solutions
SWK Holdings Corp	SWKH	210	<ul style="list-style-type: none"> • Financial services for life science companies, including royalty-related financing
B. Riley Financial Inc.	RILY	288	<ul style="list-style-type: none"> • Financial services • Brand Licensing • Telecom, VOIP, and Technology services
Crawford United Corp	CRAWA	291	<ul style="list-style-type: none"> • Aerospace manufacturing & metal, silicone, and hydraulic hoses • Air handling and energy efficient solutions
Acacia Research Group	ACTG	369	<ul style="list-style-type: none"> • Technology, energy, and industrial/manufacturing sectors • Holds significant legacy IP assets
Boston Omaha Corp ⁽²⁾	BOC	377	<ul style="list-style-type: none"> • Broadband, Insurance, outdoor advertising services, and asset management
Compass Diversified Holdings	CODI	482	<ul style="list-style-type: none"> • Consumer goods manufacturing and industrial manufacturing
Peer Group Average			
iShares Russell 2000 ETF	IWM		

⁽¹⁾ Based on data as of 1/28/26 - \$ in millions.

⁽²⁾ Incentive fees paid to management teams.

Building Solutions: Recent Financial Highlights



Gross Margin:					
FY 2020: 14.0%	FY 2021: 6.3%	FY 2022: 22.2%	FY 2023: 26.5%	FY 2024: 21.1%	FY 2025E: 24.9%

⁽¹⁾ Adjusted EBITDA is a non-GAAP number. Reconciliations of non-GAAP measures can be found in the appendix to this presentation – see slide 41.

⁽²⁾ Q3 2025 YTD results annualized.

Building Solutions: Backlog

Backlog Remains Steady as Teams Continue Generating New Sales



Historical Backlog

(USD in thousands)	Q3 2024	Q4 2024	Q1 2025	Q2 2025	Q3 2025
Beginning Backlog ⁽¹⁾	\$ 13,957	\$ 19,567	\$ 17,190	\$ 27,913	\$ 25,739
(+) New Orders	\$ 19,273	\$ 14,718	\$ 22,841	\$ 18,223	\$ 15,680
(-) Recognized Revenue	\$ 13,663	\$ 17,095	\$ 12,118	\$ 20,398	\$ 21,387
Ending Backlog	\$ 19,567	\$ 17,190	\$ 27,913	\$ 25,739	\$ 20,032
LTM Book to Bill Ratio		0.95	1.23	1.19	1.01

⁽¹⁾ Backlog defined as future revenue under contract.

Business Services: Acquisition & Investment History



- Added Tech Sector Focused Team
- Added India & Manila Back Office
- Increased presence in Singapore & Southeast Asia

Management Restructure
Jake Zabkowicz becomes CEO

- Added Middle East, Japan, LatAm
- Added Employer Branding/Marketing

Hired LatAm Team

Hired Digital Team

Oct. 2020
Coit Group

Oct. 2021
Karani

Aug. 2022
Hunt & Badge

Nov. 2023
Hudson Singapore

Mar. 2024
Executive Solutions

Apr. 2024
Striver

Jul. 2025
ACG Japan

Aug. 2025
CMRG

Expanded into the tech sector

Expanded into India and Philippines

Further expansion in India

Increased market presence in Southeast Asia

Entered UAE market

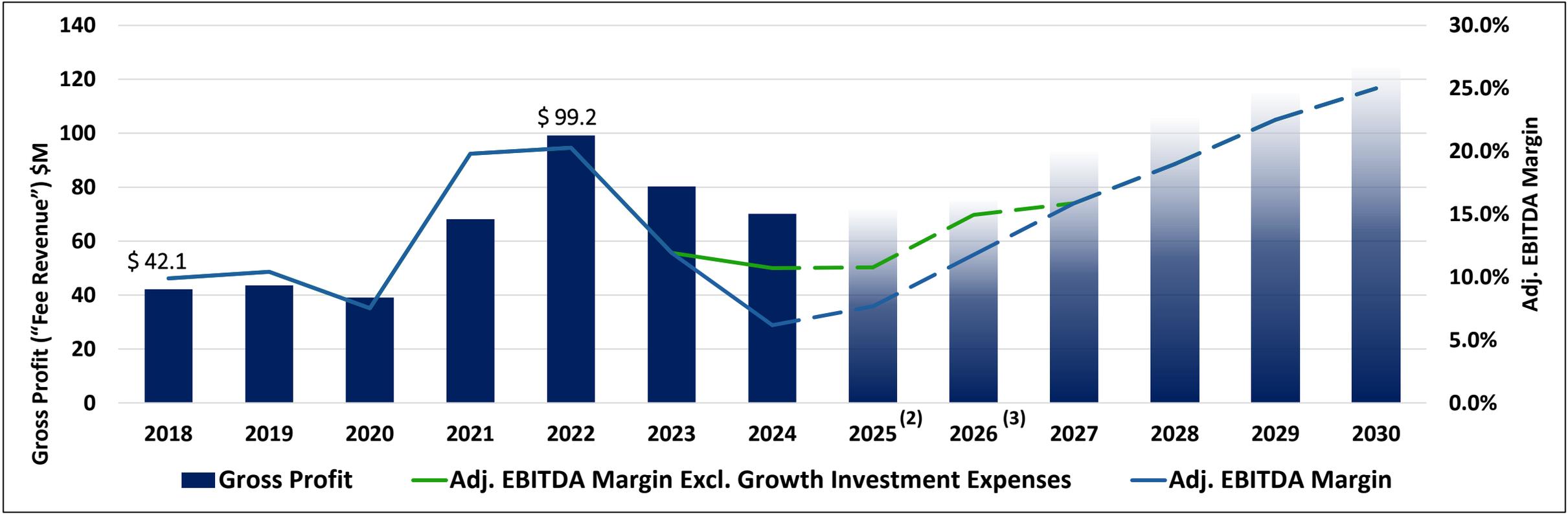
Solidified position in Middle East market

Entered Japan market

Expanded employer branding and talent engagement capabilities

A series of smaller acquisitions to broaden Hudson Talent Solutions' ("HTS") geographic reach and service offering, making HTS a **truly global, total talent solutions provider**

Business Services: Historical Trends & Potential Outlook Cont.



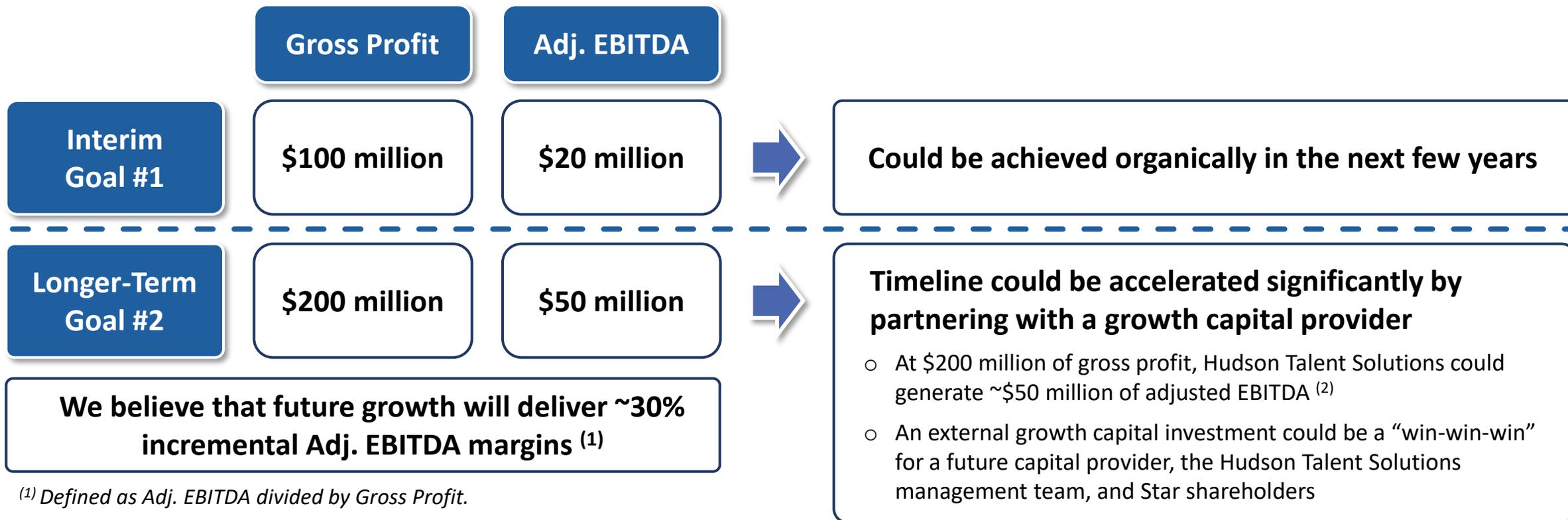
In addition to filling in new geographic areas and capabilities, HTS has been investing heavily in sales, marketing, and technology

⁽¹⁾ Adjusted EBITDA is a non-GAAP number. For more information and reconciliations of non-GAAP measures, see slide 39.
⁽²⁾ YTD Sept. 2025 results annualized; ⁽³⁾ Based on Bloomberg consensus estimates. The Company assumes no obligation, and expressly disclaims any obligation, to update any forward-looking statements, including Bloomberg consensus estimates, whether as a result of new information, future events or otherwise. See slide 2 for more information.

Business Services: Future Goals



Hudson Talent Solutions Performance Goals:



⁽¹⁾ Defined as Adj. EBITDA divided by Gross Profit.

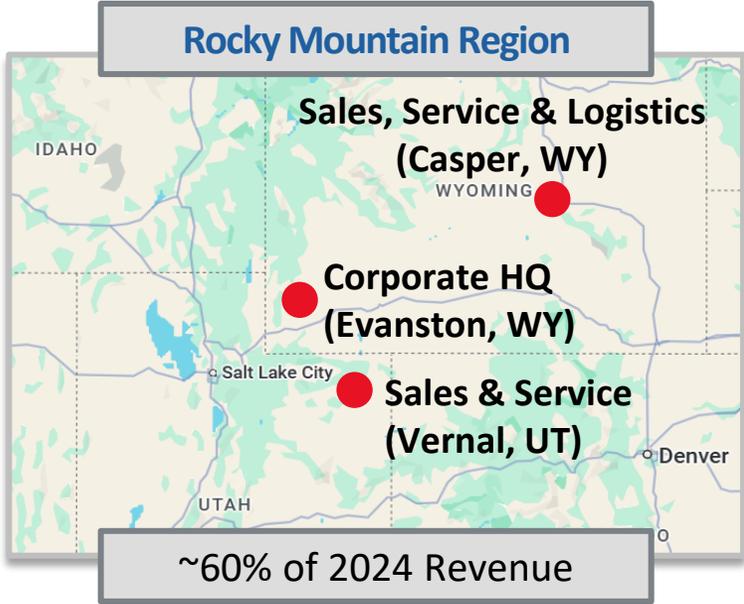
⁽²⁾ We are unable to reconcile our 2026 and long-term reported net income estimate to our 2026 and long-term adjusted EBITDA estimate because we are unable to predict the long-term impact of foreign exchange or the mark-to-market net impact on commodity derivatives due to the unpredictability of future changes in foreign exchange rates and commodity prices. Therefore, we are unable to provide a reconciliation of these measures. Please refer to the section regarding "Forward-Looking Statements" on page 2 for more information.

Energy Services: Overview

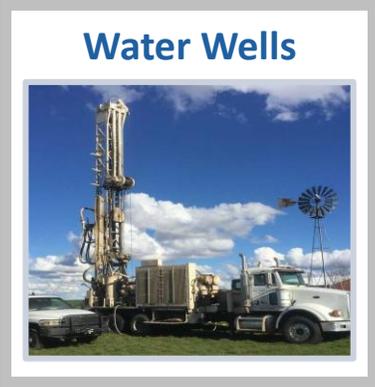
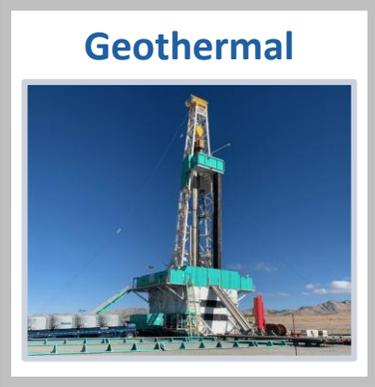
Alliance Drilling Tools (“ADT”) is a drilling equipment company engaged in the rental, sale, and repair of downhole tools

- Unique business model providing mission-critical products and high-margin sales
- Operates in highly specialized industry with high barriers to entry
- Diversified revenue streams, client base, and geographic footprint

ADT’s facilities are located in two key markets:



ADT serves the following end-markets:



Business Segment Operating Teams

Business Services



Jake Zabkowicz
Global CEO



11 years of extensive global leadership as well as operational and business development expertise in the talent acquisition industry

Energy Services



Ryan Thomas
President



Over 20 years of experience in management of drilling equipment supply for the oil and gas, geothermal, mining, and water-well industries

Building Solutions



Thatcher Butcher
President



Over 20 years of experience with building and construction industry



Scott Jarchow
President



Over 25 years of building and construction experience with positions in independent sales, sales management, business development, and general management



Tom Niska / Dale Schiferl
Co-Operators



Over 50 years of combined experience in the manufacturing of engineered wood products, Glulam beams and columns for agricultural, commercial, and residential applications.

Led by Highly Experienced Management Team

Star's corporate team is responsible for:

- M&A
- Strategy & Vision
- Capital Allocation
- Capital Markets & Bank Relationships
- Management of the Investments Division
- Public Company Duties
- Compliance and Legal

Allowing operating management to focus on operations and growth opportunities



Jeffrey Eberwein
Chief Executive Officer

- Over 30 years of Wall Street experience
- Founder and CEO of Lone Star Value Management
- Former Portfolio Manager at Soros Fund Management and Viking Global Investors
- MBA from The Wharton School and a BBA from The University of Texas



Richard Coleman
Chief Operating Officer

- Over 45 years of executive leadership experience including as CEO of 3 public companies
- Extensive experience in technology management, operational excellence, acquisitions, and as a public company board member
- MBA from Golden Gate University and a BS in Management from the US Air Force Academy



Matt Diamond
Chief Accounting Officer

- Over 25 years of finance experience
- Served in variety of finance and control roles at PepsiCo from 2001 to 2018
- Held director roles in Financial Reporting, Financial Analysis, and Technical Accounting and Policy at PepsiCo
- Certified Public Accountant



Hannah Bible
Chief Legal Officer
Corporate Secretary

- Over 20 years of legal and accounting experience across a variety of industries
- Served on the board of several public companies
- Prior adjunct Professor within the International Tax and Financial Services program at Thomas Jefferson School of Law
- LLM in Tax from NYU School of Law, a JD from St. Thomas University School of Law; BBA in Accounting from Middle Tennessee State University



Shawn Miles
Executive Vice
President – Finance

- Over 9 years of M&A and investing experience
- Previously worked as a research analyst at Lone Star Value Management, responsible for securities analysis spanning a variety of sectors and investment strategies
- Master's degree in Behavioral Economics and a BS in Applied Economics & Management from Cornell University

Highly Experienced Board



- Over 30 years of investment management and portfolio management experience
- Co-CEO of Permit Capital Advisors, LLC
- Served as Founding Board Member of 100 Women in Finance
- Served on several public and private boards

Mimi Drake

Board Chair & Independent Director



- Over 30 years of Wall Street experience
- Founder and CEO of Lone Star Value Management
- Portfolio Manager at Soros Fund Management and Viking Global Investors
- Served as chairman of several public boards

Jeffrey Eberwein

Chief Executive Officer & Director



- Over 25 years of capital markets experience
- Private Investor
- Former Head of Structured Product Sales and Equity Derivative Sales – Americas at HSBC

Todd Fruhbeis

Independent Director



- Over 30 years of human capital management experience
- Former SVP & Chief HR Officer of LifeWay Christian Resources
- Former SVP – Human Resources of Verizon Communications, Inc.
- Served on several private boards

Connia Nelson

Independent Director



- Over 15 years of small-to-mid-size company banking experience
- Founder and CEO of JPalmer Collective
- Former CEO of eCapital Asset Based Lending

Jennifer Palmer

Independent Director



- Over 35 years of investment management and board experience
- Managing Member, COO & CFO at Tyro Capital Management, LLC
- Served on several public and private boards

Louis Parks

Independent Director



- Over 30 years of corporate strategy and governance experience
- Managing Partner of Yucatan Rock Ventures
- Served on several public boards

Robert Pearse

Independent Director

Reconciliation of Non-GAAP Financials

Reconciliation of Hudson Talent Solutions ("HTS") Adjusted EBITDA Margin In 000s	Historical Annual							Historical Quarterly			Annualized
	2018	2019	2020	2021	2022	2023	2024	Q1 2025	Q2 2025	Q3 2025	Q3 2025
HTS Gross Profit	42,104	43,566	39,081	68,157	99,210	80,267	70,152	16,398	18,635	18,630	71,551
HTS Net Income (Loss)	(5,266)	(842)	(1,243)	3,227	7,129	2,198	(4,770)	(1,756)	(688)	316	(2,837)
Provision for income taxes	99	(540)	535	1,117	2,331	370	1,300	32	345	3	507
Interest income, net	(298)	(617)	(149)	(33)	(83)	(372)	(360)	(71)	(54)	128	4
Depreciation and amortization	16	85	179	597	1,378	1,467	1,361	283	245	350	1,171
Non-operating expense (income)	248	338	(1,789)	83	(40)	(813)	21	71	186	207	619
Stock-based compensation expense	1,306	961	737	2,424	2,318	1,469	1,280	386	243	227	1,141
Non-recurring severance and professional fees	-	1,072	1,283	660	717	1,211	2,071	387	1,039	460	2,515
Compensation expense related to acquisitions	-	-	91	1,969	2,651	338	-	-	-	-	-
Less: Corporate	8,059	4,081	3,295	3,450	3,715	3,704	3,429	894	882	-	2,368
HTS Adjusted EBITDA	4,164	4,538	2,939	13,494	20,116	9,572	4,332	226	2,198	1,691	5,487
<i>HTS Adjusted EBITDA Margin %</i>	9.9%	10.4%	7.5%	19.8%	20.3%	11.9%	6.2%	1.4%	11.8%	9.1%	7.7%
Growth Investment Expense							3,180				2,219
Adjusted EBITDA Excl. Growth Investment Expenses							7,512				7,706
<i>HTS Adjusted EBITDA Marging % Excl. Growth Investment Expenses</i>							10.7%				10.8%

1. Non-GAAP earnings before interest, income taxes, and depreciation and amortization ("EBITDA") and non-GAAP earnings before interest, income taxes, depreciation and amortization, non-operating income (expense), stock-based compensation expense, and other non-recurring items ("Adjusted EBITDA") are presented to provide additional information about the Company's operations on a basis consistent with the measures which the Company uses to manage its operations and evaluate its performance. Management also uses these measurements to evaluate capital needs and working capital requirements. EBITDA and Adjusted EBITDA should not be considered in isolation or as a substitute for operating income, cash flows from operating activities, or other income or cash flow statement data prepared in accordance with generally accepted accounting principles or as a measure of the Company's profitability or liquidity. Furthermore, EBITDA and Adjusted EBITDA as presented above may not be comparable with similarly titled measures reported by other companies.

2. We are unable to reconcile our 2026 and long-term reported net income, reported earnings per share, or adjusted earnings per share estimates to our 2026 and long-term adjusted EBITDA or adjusted earnings per share estimates because we are unable to predict the long-term impact of foreign exchange or the mark-to-market net impact on commodity derivatives due to the unpredictability of future changes in foreign exchange rates and commodity prices. Therefore, we are unable to provide a reconciliation of these measures.

Reconciliation of Pro Forma Non-GAAP Financials

QTD 9.30.2025 Proforma						
	<u>Building Solutions</u>	<u>Business Services</u>	<u>Energy Services</u>	<u>Real Estate and Investments</u>	<u>Star Equity Corporate</u>	<u>Total</u>
Net income (loss)	\$ 1,741	\$ 316	\$ 547	\$ 191	\$ (4,647)	\$ (1,852)
Depreciation and amortization	605	350	409	75	10	1,449
Interest (income) expense	160	128	67	(193)	(157)	5
Income tax (benefit) provision	1	3	-	-	245	249
EBITDA	\$ 2,507	\$ 797	\$ 1,023	\$ 73	\$ (4,549)	\$ (149)
Non-operating expense (income), including						
corporate administration charges	-	207	(24)	(261)	(264)	(342)
Stock-based compensation expense	11	227	-	-	190	428
Interest income	-	-	-	336	-	336
Non-recurring expenses	99	460	12	264	1,985	2,820
Adjusted EBITDA (loss)	\$ 2,617	\$ 1,691	\$ 1,011	\$ 412	\$ (2,638)	\$ 3,093
Annualized Pro Forma Adjusted EBITDA (loss)	10,467	6,764	4,043	1,646	(10,553)	12,370

(1) Pro forma Building Solutions, Energy Services, and Investments results for the full third quarter of 2025 as opposed to August 22, 2025 through September 30, 2025. These results are compared to Building Solutions and Investments division results from Star Operating Companies, Inc. for the third quarter of 2024. No comparison is provided for Energy Services as that division did not exist at Star Operating Companies, Inc. until March 2025.

(2) EBITDA is a non-GAAP measure defined as earnings before interest, income taxes, depreciation and amortization. Adjusted EBITDA is a non-GAAP measure defined as earnings before interest, income taxes, depreciation and amortization, non-operating income, stock-based compensation expense, and other items such as non-recurring severance and professional fees.



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