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**UNITED STATES  
SECURITIES AND EXCHANGE COMMISSION**  
Washington, D.C. 20549

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**FORM 8-K**

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**CURRENT REPORT**

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

Date of Report (Date of earliest event reported): May 11, 2026

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**Star Equity Holdings, Inc.**  
(Exact name of registrant as specified in charter)

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Delaware  
(State or other jurisdiction  
of incorporation)

001-38704  
(Commission  
File Number)

59-3547281  
(I.R.S. Employer  
Identification No.)

53 Forest Avenue, Suite 101  
Old Greenwich, CT 06870  
(Address of Principal Executive Offices)

Registrant's telephone number, including area code (203) 489-9500

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

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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))

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

<u>Title of each class</u>	<u>Trading Symbol(s)</u>	<u>Name of each exchange on which registered</u>
Common Stock, \$0.001 par value	STRR	The NASDAQ Stock Market LLC
Series A Preferred Stock, \$0.001 par value	STRRP	The NASDAQ Stock Market LLC
Preferred Share Purchase Rights		

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).

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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.

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**ITEM 2.02. RESULTS OF OPERATIONS AND FINANCIAL CONDITION.**

On May 11, 2026, Star Equity Holdings, Inc. (the "Company") issued a press release announcing its financial results for the three months ended March 31, 2026. A copy of such press release is furnished as Exhibit 99.1 to this Current Report on Form 8-K. In addition, on May 11, 2026, the Company issued a presentation supplementary to its press release, which presentation is furnished herewith as Exhibit 99.2.

The information in this Current Report on Form 8-K furnished pursuant to Item 2.02, including Exhibits 99.1 and 99.2, shall not be deemed to be "filed" for the purposes of Section 18 of the Securities Exchange Act of 1934, as amended (the "Exchange Act"), or otherwise subject to liability under that section, and shall not be deemed incorporated by reference in any filing under the Securities Act of 1933, as amended (the "Securities Act"), or the Exchange Act, except as shall be expressly set forth by specific reference in such filing.

**ITEM 9.01. FINANCIAL STATEMENTS AND EXHIBITS.**

(d) Exhibits

The exhibit listed in the following Exhibit Index is provided as part of the information furnished under Item 2.02 of this Current Report on Form 8-K:

EXHIBIT INDEX

99.1	<a href="#">Press Release of Star Equity Holdings, Inc. issued on May 11, 2026</a>
99.2	<a href="#">Earnings Presentation issued on May 11, 2026</a>
104	Cover Page Interactive Data File (embedded within the Inline XBRL document)

SIGNATURES

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

STAR EQUITY HOLDINGS, INC  
(Registrant)

By: /s/ JEFFREY E. EBERWEIN  
Jeffrey E. Eberwein  
Chief Executive Officer

Dated: May 11, 2026

**For Immediate Release**

**Star Equity Holdings Reports 2026 First Quarter Results**

*Significant New Business Wins and Contract Renewals*

*Realized Merger Synergies of \$2.6 Million <sup>(1)</sup>*

**OLD GREENWICH, CT - May 11, 2026** - Star Equity Holdings, Inc. (Nasdaq: STRR and STRRP) ("Star" or the "Company"), a diversified holding company, announced today financial results for the first quarter ended March 31, 2026.

**2026 First Quarter Summary**

- Revenue of \$50.1 million increased 57.1% from the first quarter of 2025.
- Gross profit \$20.6 million increased 25.4% from the first quarter of 2025.
- Net loss attributable to common shareholders was \$4.4 million, or \$1.17 per diluted share, compared to net loss attributable to common shareholders of \$1.8 million, or \$0.59 per diluted share, for the first quarter of 2025. Adjusted net loss per diluted share (non-GAAP measure)\* was \$0.99 compared to adjusted net loss per diluted share of \$0.38 in the first quarter of 2025. Pro forma adjusted net loss per diluted share was \$0.22 in the first quarter of 2025.
- Adjusted EBITDA loss (non-GAAP measure)\* increased to \$1.6 million versus adjusted EBITDA loss of \$0.7 million in the first quarter of 2025; pro forma adjusted EBITDA loss was \$1.2 million in the first quarter of 2025.
- Total cash including restricted cash was \$10.3 million at March 31, 2026.

Jeff Eberwein, CEO of Star, noted, "The first quarter is almost always our weakest quarter of the year and in this year's first quarter, startup delays for new projects and broader macroeconomic conditions caused our Building Solutions and Business Services divisions to perform worse than expected. Our Energy Services division, however, maintained solid momentum. We believe our focus on operational and cost improvements and continued investments in growth and innovation are strengthening our competitive position and will drive significantly improved results as the year progresses."

Jake Zabkowitz, Global CEO of Hudson Talent Solutions ("HTS"), added, "Gross profit increased 6.4% at HTS year-over-year, reflecting steady improvement despite continued macroeconomic uncertainty and sustained pressure in the talent market. We have maintained a strong focus on innovation and operational efficiency, including the expanded deployment of agentic AI solutions to enhance recruiter productivity, improve candidate matching, and deliver greater value to clients. These efforts are helping our ability to navigate the current environment while positioning us to capitalize on improving market conditions in the future. As an example, new business activity and contract renewals with legacy clients accelerated meaningfully in the first quarter of 2026, exceeding levels seen in any quarter of 2025."

Rick Coleman, COO of Star, added, "Residential and commercial construction markets remained soft in the first quarter causing our Building Solutions division to perform below internal expectations, primarily due to delays in several pending contract awards and severe winter weather in both of our key geographies. However, underlying demand remains intact, as evidenced by recently secured new business, including the \$4.2 million multifamily housing project in New Hampshire for our KBS business we announced on April 30, 2026. In contrast, our Energy Services division delivered a strong quarter, continuing to gain share across core markets, with particularly strong performance in mining and geothermal end markets."

Mr. Eberwein concluded, "We remain focused on disciplined execution, rigorous cost management, and prudent capital allocation, including the active evaluation of M&A opportunities across all three of our operating divisions, as we continue to advance our strategic priorities. We believe we are well positioned to navigate near-term market volatility while driving increased profitability and long-term shareholder value."

\* The Company provides non-GAAP measures as a supplement to financial results based on accounting principles generally accepted in the United States ("GAAP"). Adjusted EBITDA, EBITDA, adjusted net income or loss, and adjusted net income or loss per diluted share are defined in the division / segment tables at the end of this release and a reconciliation of such non-GAAP measures to the most directly comparable GAAP measures is included within such division / segment tables.

<sup>1</sup> \$2.6 million of synergies on an annualized basis. Please reference slide 4 of Star's Q1 earnings call presentation.

## **Division Highlights**

### **Building Solutions**

First quarter Building Solutions revenue was \$11.6 million and gross profit was \$1.6 million. Adjusted EBITDA loss was \$0.9 million.

Pro forma ("PF")<sup>(1)</sup> Building Solutions revenue was \$12.1 million for the first quarter of 2025, and PF gross profit was \$2.9 million. PF adjusted EBITDA was \$0.3 million.

Building Solutions quarter-end backlog was \$8.0 million, and the trailing 12-month book-to-bill ratio was 0.72.

### **Business Services**

First quarter 2026 Business Services revenue was \$35.0 million, up from \$31.9 million in the prior year quarter, while gross profit was \$17.4 million, up from \$16.4 million a year ago. Business Services adjusted EBITDA loss was \$0.3 million, down from adjusted EBITDA of \$0.2 million in the prior year quarter.

Regionally, Americas and EMEA gross profit grew 21% and 11%, respectively. This growth was partially offset by APAC, where gross profit declined by 8%.

### **Energy Services**

First quarter 2026 Energy Services revenue was \$3.5 million. Gross profit was \$1.5 million. Energy Services adjusted EBITDA was \$1.0 million in the first quarter.

PF Energy Services revenue for the first quarter of 2025 was \$2.6 million and PF gross profit was \$1.3 million. First quarter 2025 PF adjusted EBITDA was \$0.5 million.

<sup>(1)</sup> Pro forma Building Solutions, Energy Services, and Investments results for the full first quarter of 2025. Alliance Drilling Tools was acquired by Star Operating Companies on March 3, 2025.

**Corporate Costs**

In the first quarter of 2026, the Company's corporate costs were \$1.9 million, up from \$0.9 million in the prior year quarter, but down \$0.7 million on a PF basis. Corporate costs in the first quarter of 2026 and 2025 excluded non-recurring expenses of \$0.2 million and \$0.3 million, respectively. The decrease in corporate costs was primarily driven by the Merger.

**Liquidity and Capital Resources**

The Company ended the first quarter of 2026 with \$10.3 million in cash, including \$2.2 million in restricted cash. The Company used \$1.4 million in cash flow from operations during the first quarter of 2026 compared to using \$0.8 million in cash flow from operations in the first quarter of 2025.

**Share Repurchase Program**

In the first quarter of 2026, the Company repurchased 70,424 shares for approximately \$0.7 million. As of the end of the first quarter of 2026, the Company has approximately \$1.8 million remaining under its \$3 million repurchase program authorized in September 2025 and continues to view share repurchases as an attractive use of capital.

**NOL Carryforward**

As of December 31, 2025, Star had \$215 million of usable net operating losses ("NOL") in the U.S., which the Company considers to be a very valuable asset for its stockholders. In order to protect the value of the NOL for all stockholders, the Company has a rights agreement and charter amendment in place that limit beneficial ownership of Star common stock to 4.99%. Stockholders who wish to own more than 4.99% of Star common stock, or who already own more than 4.99% of Star common stock and wish to buy more, may only acquire additional shares with the Board's prior written approval.

**Conference Call/Webcast**

The Company will conduct a conference call on Tuesday, May 12, 2026 at 10:00 a.m. ET to discuss this announcement. Individuals wishing to listen can access the webcast on the investor information section of the Company's web site at [www.starequity.com](http://www.starequity.com).

If you wish to join the conference call, please use the dial-in information below:

- Toll-Free Dial-In Number: (833) 890-6161
- International Dial-In Number: (412) 504-9848

The archived call will be available on the investor relations section of the Company's website at [www.starequity.com](http://www.starequity.com).

## About Star Equity Holdings, Inc.

Star Equity Holdings, Inc. is a diversified holding company that seeks to build long-term shareholder value by acquiring, managing, and growing businesses with strong fundamentals and market opportunities. Its current structure comprises four divisions: Building Solutions, Business Services, Energy Services, and Investments. For more information visit [www.starequity.com](http://www.starequity.com).

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 symbols on Nasdaq to STRR and STRRP.

### Building Solutions

The Building Solutions division operates in three specialties: (i) modular building manufacturing; (ii) structural wall panel and wood foundation manufacturing, including building supply distribution operations; and (iii) glue-laminated timber (glulam) column, beam, and truss manufacturing.

### Business Services

The Business Services division provides flexible and scalable recruitment solutions to a global clientele, servicing organizations at all levels, from entry-level positions to the C-suite. The division focuses on mid-market and enterprise organizations worldwide, partnering consultatively with talent acquisition, HR, and procurement leaders to build diverse, high-impact teams and drive business success.

### Energy Services

The Energy Services division engages in the rental, sale, and repair of downhole tools used in the oil and gas, geothermal, mining, and water-well industries.

### Investments

The Investments division manages and finances the Company’s real estate assets as well as its investment positions in private and public companies.

### Investor Relations:

The Equity Group

Lena Cati

(212) 836-9611

[lcati@theequitygroup.com](mailto:lcati@theequitygroup.com)

### Forward-Looking Statements

*This press release contains statements that 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 press release, 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) changes in the cost and availability of commodities, materials, and equipment, (3) risks related to providing uninterrupted service to clients, (4) the ability of clients to terminate their relationship with the Company at any time, (5) risks associated with real estate ownership, (6) the Company’s ability to successfully achieve its strategic initiatives, (7) risks related to fluctuations in the Company’s operating results from quarter to quarter, (8) risks related to potential acquisitions or dispositions of businesses by the Company, (9) our profitability and growth being tied to the success of our operating businesses, (10) risks associated with our financial investments in other businesses, (11) our ability to improve existing products and services and develop, introduce, and market new products and services successfully, (12) the loss of or material reduction in our business with any of the Company’s largest customers, (13) competition in the Company’s markets, (14) risks related to potential decreases in demand for products, (15) our ability to maintain costs at an acceptable level, (16) the negative cash flows and operating losses that may recur in the future, (17) 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, (18) risks relating to how future credit facilities may affect or restrict our operating flexibility, (19) our ability to generate or borrow sufficient cash to make payments on our indebtedness, (20) risks related to indebtedness, (21) risks associated with the Company’s investment strategy, (22) the Company’s dependence on key management personnel, (23) the Company’s ability to attract and retain highly skilled professionals, management, and advisors, (24) the Company’s ability to collect accounts receivable, (25) the Company’s exposure to legal proceedings, investigations and disputes, and limits on related insurance coverage, (26) the Company’s ability to utilize net operating loss carryforwards, (27) the potential for goodwill impairment, (28) volatility of the Company’s stock price, (29) risks related to our historically low trading volume, (30) risks related to securities or industry analysts, (31) the Company’s ability to declare dividends, (32) risks associated with failure to pay dividends on our Series A Preferred Stock, (33) our history of annual net losses, (34) risks related to our international operations, (35) risks related to compliance with federal and state laws, regulations, and other rules, (36) our exposure to employment-related claims, legal liability, and costs from clients, employees, and regulatory authorities, (37) risks related to the imposition of licensing or tax requirements or new regulations, (38) the effect of Anti-takeover provisions in our organizational documents, (39) the effect of the protective amendment contained in our Restated Certificate of Incorporation, (40) the impact of our stockholder rights plan, or “poison pill,” on stockholder decision making, (41) risks related to our scaled disclosure requirements as a smaller reporting company, (42) the Company’s heavy reliance on information systems and the impact of potentially losing or failing to develop technology, (43) the adverse impacts of cybersecurity threats and attacks, and (44) risks related to the use of new and evolving technologies, and (45) those risks set forth in “Risk Factors in the Company’s Annual Report on Form 10-K for the year ended December 31, 2025.” The foregoing list should not be construed to be exhaustive. Actual results could differ materially from the forward-looking statements contained in this press release. 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 press release. 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.*

*Financial Tables Follow*

**STAR EQUITY HOLDINGS, INC.**  
**CONDENSED CONSOLIDATED STATEMENTS OF OPERATIONS**  
(in thousands, except per share amounts)  
(unaudited)

	Three Months Ended March 31,	
	2026	2025
<b>Revenues:</b>		
Building Solutions	\$ 11,598	\$ —
Business Services	35,005	31,866
Energy Services	3,458	—
Investments	—	—
Total revenues	<u>50,061</u>	<u>31,866</u>
<b>Cost of revenues:</b>		
Building Solutions	9,957	—
Business Services	17,559	15,468
Energy Services	1,915	—
Investments	75	—
Total cost of revenues	<u>29,506</u>	<u>15,468</u>
Gross profit	20,555	16,398
<b>Operating expenses:</b>		
Salaries and related	18,740	14,345
Office and general	4,597	2,564
Marketing and promotion	922	930
Depreciation and amortization	311	283
Total operating expenses	<u>24,570</u>	<u>18,122</u>
Operating loss	(4,015)	(1,724)
<b>Non-operating income (expense):</b>		
Interest (expense) income, net	(13)	71
Other income / (expense), net	(31)	(71)
Loss before income taxes	<u>(4,059)</u>	<u>(1,724)</u>
(Benefit from) provision for income taxes	(266)	32
Net loss	<u>(3,793)</u>	<u>(1,756)</u>
Dividend on Series A perpetual preferred stock	(592)	—
Net loss attributable to common shareholders	<u>\$ (4,385)</u>	<u>\$ (1,756)</u>
<b>Loss per share:</b>		
Basic	\$ (1.01)	\$ (0.59)
Diluted	\$ (1.01)	\$ (0.59)
<b>Loss per share, attributable to common shareholders</b>		
Basic	\$ (1.17)	\$ (0.59)
Diluted	\$ (1.17)	\$ (0.59)
<b>Weighted-average shares outstanding:</b>		
Basic	3,744	2,985
Diluted	3,744	2,985
Dividends declared per share of Series A perpetual preferred stock	\$ 0.25	\$ —

STAR EQUITY HOLDINGS, INC.  
CONDENSED CONSOLIDATED BALANCE SHEETS  
(in thousands, except per share amounts)  
(unaudited)

	March 31, 2026	December 31, 2025
<b>ASSETS</b>		
Current assets:		
Cash and cash equivalents	\$ 8,093	\$ 10,269
Restricted cash, current	1,649	1,819
Investments in equity securities	4,157	3,767
Accounts receivable, less allowance for expected credit losses of \$310 and \$275, respectively	32,839	35,220
Note receivable, current portion	256	256
Inventories, net	7,072	6,988
Prepaid and other	3,992	4,168
Total current assets	58,058	62,487
Property and equipment, net of accumulated depreciation of \$7,001 and \$6,367, respectively	15,868	18,610
Operating lease right-of-use assets	14,078	11,675
Goodwill	5,913	5,944
Intangible assets, net of accumulated amortization of \$4,949 and \$4,795, respectively	1,526	1,688
Long-term investments	953	953
Notes receivable, net of current portion	8,766	8,629
Deferred tax assets, net	2,786	1,911
Restricted cash, non-current	553	1,322
Other assets	12	12
Total assets	\$ 108,513	\$ 113,231
<b>LIABILITIES AND STOCKHOLDERS' EQUITY</b>		
Current liabilities:		
Accounts payable	\$ 4,514	\$ 4,769
Accrued salaries, commissions, and benefits	8,152	7,526
Accrued expenses and other current liabilities	6,681	6,907
Short-term debt	6,789	8,473
Deferred revenue	876	1,496
Operating lease obligations, current	745	655
Total current liabilities	27,757	29,826
Income tax payable	100	99
Operating lease obligations	13,624	11,235
Long-term debt, net of current portion	5,589	6,056
Other liabilities	441	308
Total liabilities	47,511	47,524
Commitments and contingencies		
Stockholders' equity:		
Series A Preferred stock, \$0.001 par value; 10,000 shares authorized; 2,691 shares issued and 2,370 shares outstanding for both periods	3	3
Common stock, \$0.001 par value, 20,000 shares authorized; 5,389 and 5,366 shares issued; 3,707 and 3,755 shares outstanding, respectively	5	5
Additional paid-in capital	530,028	530,136
Accumulated deficit	(439,727)	(435,934)
Accumulated other comprehensive loss, net of applicable tax	(1,447)	(1,364)
Treasury stock, at cost: 1,682 and 1,611 common shares, respectively, and 321 preferred shares for both periods	(27,860)	(27,139)
Total stockholders' equity	61,002	65,707
Total liabilities and stockholders' equity	\$ 108,513	\$ 113,231

**STAR EQUITY HOLDINGS, INC.**  
**DIVISION ANALYSIS - QUARTER TO DATE**  
**RECONCILIATION OF ADJUSTED EBITDA**  
(in thousands)  
(unaudited)

<b>For The Three Months Ended March 31, 2026</b>	<b>Building Solutions</b>	<b>Business Services</b>	<b>Energy Services</b>	<b>Investments</b>	<b>Corporate</b>	<b>Total</b>
Revenue, from external customers	\$ 11,598	\$ 35,005	\$ 3,458	\$ 159	\$ (159)	\$ 50,061
Gross profit	\$ 1,641	\$ 17,446	\$ 1,543	\$ 84	\$ (159)	\$ 20,555
Net loss attributable to common shareholders	\$ (1,744)	\$ (599)	\$ 404	\$ 145	\$ (2,591)	\$ (4,385)
Dividends on Series A perpetual preferred stock	—	—	—	—	592	592
Net loss	(1,744)	(599)	404	145	(1,999)	(3,793)
Provision from income taxes	—	(766)	—	—	500	(266)
Interest income, net	126	158	43	(173)	(141)	13
Total depreciation and amortization	264	192	401	75	10	942
EBITDA (loss) <sup>(1)</sup>	(1,354)	(1,015)	848	47	(1,630)	(3,104)
Foreign currency gain/loss	—	52	—	—	(7)	45
Corporate administrative charges	399	235	73	—	(707)	—
Gains on sale and leaseback transactions	—	—	(37)	—	—	(37)
Other non-operating expense (income)	(2)	56	(32)	177	(16)	183
Stock-based compensation expense	8	202	—	—	274	484
Interest income <sup>(2)</sup>	—	—	—	227	—	227
Unrealized (gain) loss on equity securities	—	—	—	23	(2)	21
Severance/non-recurring salary	—	77	130	—	79	286
Transaction costs related to mergers and acquisitions	—	—	—	—	57	57
Financing costs	23	—	51	—	4	78
Other non-recurring expenses	—	53	—	2	59	114
Adjusted EBITDA (loss) <sup>(1)</sup>	\$ (926)	\$ (340)	\$ 1,033	\$ 476	\$ (1,889)	\$ (1,646)

<b>For The Three Months Ended March 31, 2025</b>	<b>Business Services</b>	<b>Corporate</b>	<b>Total</b>
Revenue, from external customers	\$ 31,866	\$ —	\$ 31,866
Gross profit	\$ 16,398	\$ —	\$ 16,398
Net loss	\$ (973)	\$ (783)	\$ (1,756)
Provision for income taxes	76	(44)	32
Interest income, net	121	(192)	(71)
Total depreciation and amortization	280	3	283
EBITDA (loss) <sup>(1)</sup>	(496)	(1,016)	(1,512)
Corporate administrative charges	325	(325)	—
Foreign currency gain/loss	105	8	113
Other non-operating expense (income)	1	(43)	(42)
Stock-based compensation expense	237	149	386
Severance/non-recurring salary	54	—	54
Transaction costs related to mergers and acquisitions	—	284	284
Other non-recurring expenses	—	49	49
Adjusted EBITDA (loss) <sup>(1)</sup>	\$ 226	\$ (894)	\$ (668)

(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 severance and professional fees ("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, and 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) The Company allocates all corporate interest income to the Investments Division.

**STAR EQUITY HOLDINGS, INC.**  
**DIVISION ANALYSIS - QUARTER TO DATE**  
**RECONCILIATION OF PRO FORMA ADJUSTED EBITDA**  
(in thousands)  
(unaudited)

For The Three Months Ended March 31, 2025	Building Solutions	Business Services	Energy Services	Investments	Corporate	Total
Pro forma revenue, from external customers <sup>(1)</sup>	\$ 12,118	\$ 31,866	\$ 2,556	\$ 158	\$ (158)	\$ 46,540
Pro forma gross profit <sup>(1)</sup>	\$ 2,929	\$ 16,398	\$ 1,257	\$ 83	\$ (158)	\$ 20,509
Pro forma net loss attributable to common shareholders <sup>(1)</sup>	\$ (865)	\$ (973)	\$ (319)	\$ (348)	\$ (1,233)	\$ (3,738)
Dividends on Series A perpetual preferred stock	—	—	—	—	479	479
Pro forma net loss	(865)	(973)	(319)	(348)	(754)	(3,259)
Provision from income taxes	—	76	—	—	(2,234)	(2,158)
Interest income, net	182	121	(4)	(155)	(200)	(56)
Total depreciation and amortization	1,015	280	198	75	12	1,580
Pro forma EBITDA (loss) <sup>(2)</sup>	332	(496)	(125)	(428)	(3,176)	(3,893)
Unrealized (gain) loss on equity securities	—	—	—	224	—	224
Foreign currency gain/loss	—	105	—	—	8	113
Corporate administrative charges	—	325	—	—	(325)	—
Other non-operating expense (income)	—	1	20	—	(43)	(22)
Stock-based compensation expense	11	237	—	—	189	437
Interest income <sup>(3)</sup>	—	—	—	215	—	215
Severance/non-recurring salary	—	54	—	—	—	54
Transaction costs related to mergers and acquisitions	—	—	595	—	746	1,341
Impairment of cost method investment	—	—	—	61	—	61
Loss (gain) on equity method investment	—	—	—	251	—	251
Financing costs	8	—	—	—	4	12
Other non-recurring expenses	(28)	—	—	—	49	21
Pro forma adjusted EBITDA (loss) <sup>(2)</sup>	\$ 323	\$ 226	\$ 490	\$ 323	\$ (2,548)	\$ (1,186)

(1) Pro forma Building Solutions, Energy Services, and Investments results for the full first quarter of 2025. Alliance Drilling Tools was acquired by Star Operating Companies on March 3, 2025.

(2) Pro forma 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 expenses ("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, and 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.

(3) In Q1 2025, the Company allocated all Star Operating Companies corporate interest income to the Investments Division.

**STAR EQUITY HOLDINGS, INC.**  
**INCOME PER DILUTED SHARE**  
(in thousands, except per share amounts)  
(unaudited)

<b>For The Three Months Ended March 31, 2026</b>	<b>Adjusted Net Loss</b>	<b>Diluted Shares Outstanding</b>	<b>Per Diluted Share <sup>(1)</sup></b>
Net loss	\$ (3,793)	3,744	\$ (1.01)
Dividends on Series A perpetual preferred stock	(592)	3,744	(0.16)
Net loss attributable to common shareholders	(4,385)	3,744	(1.17)
Intangible amortization from acquisitions	159	3,744	0.04
Gains on sale and leaseback transactions	(37)	3,744	(0.01)
Unrealized (gain) loss on equity securities	21	3,744	0.01
Severance/non-recurring salary	286	3,744	0.08
Transaction costs related to mergers and acquisitions	57	3,744	0.02
Financing costs	78	3,744	0.02
Other non-recurring expenses	114	3,744	0.03
Adjusted net loss <sup>(2)</sup>	<u>\$ (3,707)</u>	3,744	<u>\$ (0.99)</u>

<b>For The Three Months Ended March 31, 2025</b>	<b>Adjusted Net Loss</b>	<b>Diluted Shares Outstanding</b>	<b>Per Diluted Share <sup>(1)</sup></b>
Net loss	\$ (1,756)	2,985	\$ (0.59)
Intangible amortization from acquisitions	238	2,985	0.08
Severance/non-recurring salary	54	2,985	0.02
Transaction costs related to mergers and acquisitions	284	2,985	0.10
Other non-recurring expenses	49	2,985	0.02
Adjusted net loss <sup>(2)</sup>	<u>\$ (1,131)</u>	2,985	<u>\$ (0.38)</u>

**STAR EQUITY HOLDINGS, INC.**  
**PRO FORMA INCOME PER DILUTED SHARE**  
(in thousands, except per share amounts)  
(unaudited)

For The Three Months Ended March 31, 2025	Adjusted	Diluted Shares	Per Diluted
	Net Loss	Outstanding	Share <sup>(1)</sup>
Pro forma net loss <sup>(3)</sup>	\$ (3,259)	3,729	\$ (0.87)
Dividends on Series A perpetual preferred stock	(479)	3,729	(0.13)
Pro forma net loss attributable to common shareholders <sup>(3)</sup>	(3,738)	3,729	(1.00)
Intangible amortization from acquisitions	962	3,729	0.26
Unrealized (gain) loss on equity securities	224	3,729	0.06
Severance/non-recurring salary	54	3,729	0.01
Transaction costs related to mergers and acquisitions	1,341	3,729	0.36
Impairment of cost method investment	61	3,729	0.02
Loss (gain) on equity method investment	251	3,729	0.07
Financing costs	12	3,729	—
Other non-recurring expenses	21	3,729	0.01
Pro forma adjusted net loss <sup>(2)(3)</sup>	\$ (812)	3,729	\$ (0.22)

(1) Amounts may not sum due to rounding.

(2) Adjusted net income or loss per diluted share are Non-GAAP measures defined as reported net income or loss and reported net income or loss per diluted share before items such as acquisition-related costs and non-recurring expenses after tax that are presented to provide additional information about the Company's operations on a basis consistent with the measures that the Company uses to manage its operations and evaluate its performance. Management also uses these measurements to evaluate capital needs and working capital requirements. Adjusted net income or loss per diluted share should not be considered in isolation or as substitutes for net income or loss and net income or loss per share and other income or cash flow statement data prepared in accordance with generally accepted accounting principles or as measures of the Company's profitability or liquidity. Further, adjusted net income or loss and adjusted net income or loss per diluted share as presented above may not be comparable with similarly titled measures reported by other companies.

(3) Pro forma Building Solutions, Energy Services, and Investments results for the full first quarter of 2025. Alliance Drilling Tools was acquired by Star Operating Companies on March 3, 2025.



# Star Equity Holdings

Common Stock: Series A 10% Preferred Stock:  
 Nasdaq: STRR Nasdaq: STRRP

## A Diversified Holding Company

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

### Q1 2026 Earnings Call

May 11, 2026



www.starequity.com

## Forward-Looking Statements

"Safe Harbor" Statement under the Private Securities Litigation Reform Act of 1995: This presentation contains statements that 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 of historical fact included in this press release, including statements regarding the Company's future financial condition, results of operations, business operations and business strategy, are intended to identify forward-looking statements. Words such as "anticipate," "estimate," "expect," "project," "intend," "plan," "predict," "believe," and similar words, expressions, and variations of these words 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, which 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) changes in the cost and availability of commodities, materials, and equipment, (3) risks related to providing uninterrupted service to clients, (4) the ability of clients to terminate their relationship with the Company at any time, (5) risks associated with real estate ownership, (6) the Company's ability to successfully achieve its strategic initiatives, (7) risks related to fluctuations in the Company's operating results from quarter to quarter, (8) risks related to potential acquisitions or dispositions of businesses by the Company, (9) our profitability and growth being tied to the success of our operating businesses, (10) risks associated with our financial investments in other businesses, (11) our ability to improve existing products and services and develop, introduce, and market new services successfully, (12) the loss of or material reduction in our business with any of the Company's largest customers, (13) competition in the Company's markets, (14) risks related to potential changes in demand for products, (15) our ability to maintain costs at an acceptable level, (16) the negative cash flows and operating losses that may recur in the future, (17) 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, (18) risks related to the availability of future credit facilities may affect or restrict our operating flexibility, (19) our ability to generate or borrow sufficient cash to make payments on our indebtedness, (20) risks related to indebtedness associated with the Company's investment strategy, (21) the Company's dependence on key management personnel, (22) the Company's ability to attract and retain highly skilled management, and advisors, (23) the Company's ability to collect accounts receivable, (24) the Company's exposure to legal proceedings, investigations and disputes, and limits on related coverage, (25) the Company's ability to utilize net operating loss carryforwards, (26) the potential for goodwill impairment, (27) volatility of the Company's stock price, (28) risks related to our high trading volume, (29) risks related to securities or industry analysts, (30) the Company's ability to declare dividends, (31) risks associated with failure to pay dividends on our Series A Preferred Stock, (32) history of annual net losses, (33) risks related to our international operations, (34) risks related to compliance with federal and state laws, regulations, and other rules, (35) our exposure to related claims, legal liability, and costs from clients, employees, and regulatory authorities, (36) risks related to the imposition of licensing or tax requirements or new regulations, (37) the impact of takeover provisions in our organizational documents, (38) the effect of the protective amendment contained in our Restated Certificate of Incorporation, (39) the impact of our stockholder rights, (40) the impact of our stockholder rights "poison pill," on stockholder decision making, (41) risks related to our scaled disclosure requirements as a smaller reporting company, (42) the Company's heavy reliance on information systems, (43) the impact of potentially losing or failing to develop technology, (44) the adverse impacts of cybersecurity threats and attacks, and (45) risks related to the use of new and evolving technologies, as set forth in "Risk Factors in the Company's Annual Report on Form 10-K for the year ended December 31, 2025." The foregoing list should not be construed to be exhaustive. Actual results may differ materially from the forward-looking statements contained in this press release. In view of these uncertainties, you should not place undue reliance on any forward-looking statements, which are only our current expectations.

This presentation reflects management's views as of the date presented. All forward-looking statements are necessarily only estimates of future results, and there can be no assurance that actual results will not differ materially from expectations, and, therefore, you are cautioned not to place undue reliance on such statements. Further, any forward-looking statement speaks only as of the date made, and we undertake no obligation to update any forward-looking statement to reflect events or circumstances after the date on which the statement is made or to reflect the occurrence of unanticipated events.



## Q1 2026: Consolidated Financial Results

US\$ In Millions, except EPS	+ / - (1)		Q1 2026	Q1 2025 (5)
Revenue	+	8%	\$50.1	\$46.5
Gross Profit	+	—%	\$20.6	\$20.5
Adjusted SG&A <sup>(2) (3)</sup>	+	3%	\$23.2	\$22.5

Adjusted EBITDA <sup>(1)</sup>	-	(39)%	\$(1.6)	\$(1.2)
Net Income (Loss) attributable to common shareholders	-	(17)%	\$(4.4)	\$(3.7)
Adjusted Net Income (Loss) attributable to common shareholders	-	(357)%	\$(3.7)	\$(0.8)
Diluted EPS attributable to common shareholders	-	(17)%	\$(1.17)	\$(1.00)
Adjusted Diluted EPS attributable to common shareholders <sup>(4)</sup>	-	(350)%	\$(0.99)	\$(0.22)

<sup>(1)</sup> + / - indicates whether the caption was higher (+) or lower (-) than the comparison period.

<sup>(2)</sup> Excludes stock compensation expense of \$0.5 million and \$0.4 million for the three months ended March 31, 2026 and 2025, respectively.

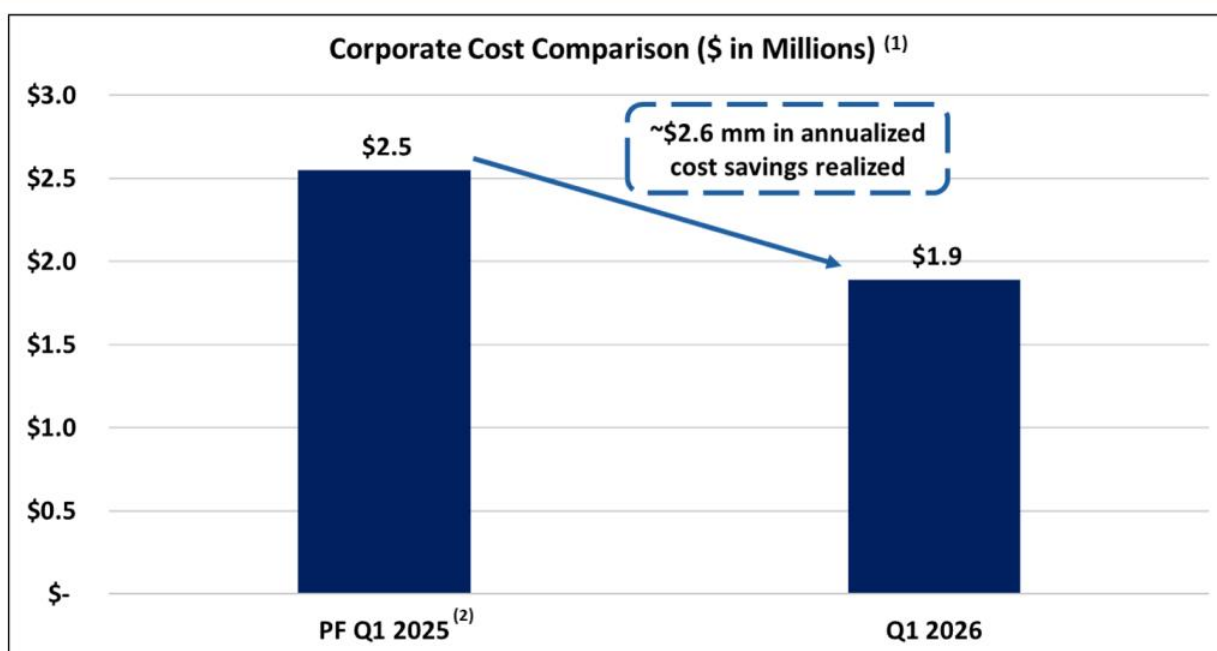
<sup>(3)</sup> For the three months ended March 31, 2026 and 2025, SG&A excludes non-recurring expenses of \$0.5 million and \$1.4 million, respectively.

<sup>(4)</sup> Adjusted EBITDA, Adjusted Net Income, and Adjusted Diluted EPS are non-GAAP financial measures. Please reference the Appendix of this presentation for a reconciliation of these non-GAAP measures.

<sup>(5)</sup> Pro forma Building Solutions, Energy Services, and Investments results for the full first quarter of 2025. Alliance Drilling Tools was acquired by Star Operating Companies March 3, 2025.



## Corporate Cost Savings



<sup>(1)</sup> Please reference the slides in the Appendix of this presentation for a reconciliation of this non-GAAP measure.

<sup>(2)</sup> Pro forma Building Solutions, Energy Services, and Investments results for the full first quarter of 2025. Alliance Drilling Tools was acquired by Star Operating Companies on March 3, 2025. Based on "Corporate" column in Reconciliation of Adjusted EBITDA table.



# Q1 2026 Cash Flow Summary

US\$ In Millions	Q1 2026	Q1 2025
<b>Net income (loss)</b>	<b>\$ (3.8)</b>	<b>\$ (1.8)</b>
Total Depreciation and amortization	0.9	0.3
Provision for expected credit losses	0.1	0.0
Provision for (benefits from) deferred income taxes	(0.9)	0.0
Stock-based compensation	0.5	0.4
Non-cash interest income	(0.2)	-
Gain on sale-leaseback of real estate	(0.0)	-
Unrealized loss on equity securities and lumber derivatives	0.0	-
Realized gain on sale of investments	(0.2)	-
Gross profit from sale of lost-in-hole equipment	(0.2)	-
Decrease (increase) in working capital	2.4	0.2
<b>Net cash provided by (used in) operations</b>	<b>(1.4)</b>	<b>(0.8)</b>
Capital expenditures	(1.3)	(0.0)
Cash acquired in connection with the acquisition of Star OpCo's	-	-
Other cash flows from investing activities	3.2	-
<b>Net cash provided by (used in) investing activities</b>	<b>1.9</b>	<b>(0.0)</b>
Proceeds from borrowings	10.8	-
Repayment of debt	(13.1)	-
Net borrowings under invoice finance credit facility	0.1	-
Preferred stock dividends paid	(0.6)	-
Purchase of treasury stock (including payment of tax withholdings)	(0.7)	-
Cash paid for net settlement of employee restricted stock units	(0.0)	(0.0)
<b>Net cash provided by (used in) investing activities</b>	<b>(3.5)</b>	<b>(0.0)</b>
Effect of exchange rates on cash	(0.1)	0.4
<b>Change in cash, cash equivalents, and restricted cash</b>	<b>\$ (3.1)</b>	<b>\$ (0.5)</b>



## Balance Sheet: Selected Items

US\$ In Millions	3/31/2026	12/31/2025
<b>Selected Assets</b>		
<b>Cash</b>	\$8.1	\$10.3
<b>Restricted Cash</b>	\$2.2	\$3.1
<b>Accounts Receivable</b>	\$32.8	\$35.2
<b>Stockholders' Equity</b>		
<b>Stockholders' Equity</b>	\$61.0	\$65.7
<b>Working Capital</b>		
<b>Current Assets</b>	\$58.1	\$62.5
<b>Current Assets ex-cash</b>	\$50.0	\$52.2
<b>Current Liabilities</b>	\$27.8	\$29.8
<b>Working Capital</b>	\$30.3	\$32.7
<b>Working Capital ex-cash</b>	\$22.2	\$22.4



# Business Divisions

(slides 8-

Current businesses:  
opportunities, financial  
highlights, and future  
goals



## Business Services Division

(slides 10-



## Energy Services Division

(slide.



# Q1 2026: Building Solutions Financial Results



US\$ In Millions	'+ / - (1)		Q1 2026	Q1 2025 (2)
Revenue	-	(4)%	\$11.6	\$12.1
Gross Profit	-	(44)%	\$1.6	\$2.9
Adjusted EBITDA <sup>(3)</sup>	-	(387)%	\$(0.9)	\$0.3

<sup>(1)</sup> + / - indicates whether the caption was higher (+) or lower (-) than the comparison period.

<sup>(2)</sup> Building Solutions Q1 2025 financials from Star Operating Companies, Inc. Q1 2025 earnings.

<sup>(3)</sup> Adjusted EBITDA is a non-GAAP financial measure. Please reference the slides in the Appendix of this presentation for a reconciliation of this non-GAAP measure.



# Building Solutions: Backlog



## Historical Backlog

(USD in thousands)	Q1 2025	Q2 2025	Q3 2025	Q4 2025	Q1
Beginning Backlog <sup>(1)</sup>	\$ 17,190	\$ 27,913	\$ 25,739	\$ 20,032	
(+) New Orders	\$ 22,841	\$ 18,223	\$ 15,680	\$ 7,541	
(-) Recognized Revenue	\$ 12,118	\$ 20,398	\$ 21,387	\$ 17,975	
Ending Backlog	\$ 27,913	\$ 25,739	\$ 20,032	\$ 9,598	
LTM Book to Bill Ratio		1.23	1.19	1.01	

<sup>(1)</sup> Backlog defined as future revenue under contract.



## Q1 2026: Business Services Financial Results



US\$ In Millions	'+ / - <sup>(1)</sup>		Q1 2026	Q1 2025
Revenue	+	10%	\$35.0	\$31.9
Gross Profit	+	6%	\$17.4	\$16.4
Adjusted EBITDA <sup>(2)</sup>	-	(250)%	\$(0.3)	\$0.2

<sup>(1)</sup> + / - indicates whether the caption was higher (+) or lower (-) than the comparison period.

<sup>(2)</sup> Adjusted EBITDA is a non-GAAP financial measure. Please reference the slides in the Appendix of this presentation for a reconciliation of this non-GAAP measure.



## Q1 2026: Business Services Operating Dashboard



Rolling 4 Quarters

New Business (\$M) <sup>(1)</sup>  
Total Contract Value

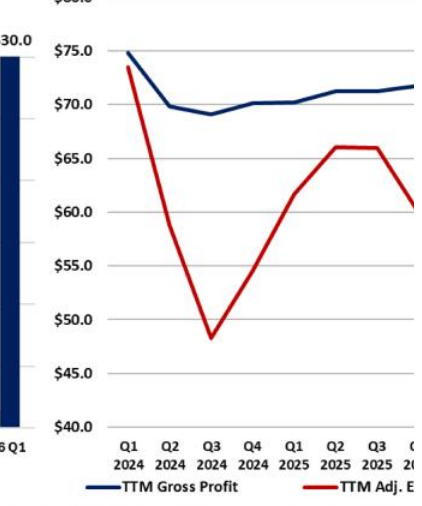
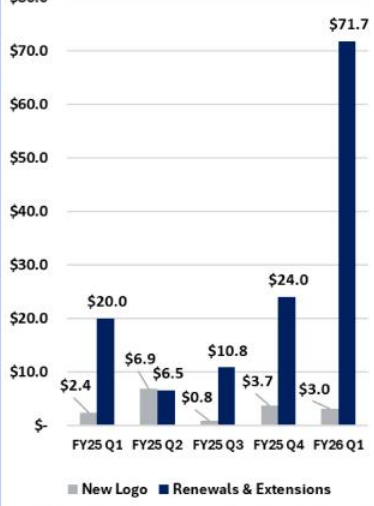
New Business (\$M) <sup>(1)</sup>  
Annual Contract Value

TTM Gross Profit and Adj. EBI  
Margin <sup>(2) (3)</sup>

**Value = \$127.4M**  
 \$14.4M in New Logo and \$113M in renewals and expansions from our legacy clients. Q1 represented a very strong quarter for renewals and key client expansions

**Gross Profit = \$72.8M**  
 Relatively stable (slight increase) over the past four quarters

**RPO Adjusted EBITDA & Margin** decreased due to planned investments in both new logo clients and supporting current client renewals



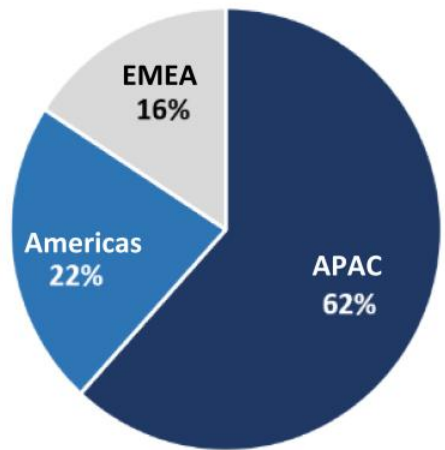
<sup>(1)</sup> New business represents estimated Gross Profit based on total contract value and annual contract value. Total Contract Value = Annual Contract Value x the number of years of the contract duration. Annual Contract Value = Gross Profit over a 12-month calendar year.  
<sup>(2)</sup> Adjusted EBITDA is a non-GAAP financial measure. Please reference the slides in the Appendix of this presentation for a reconciliation of this non-GAAP.  
<sup>(3)</sup> Adj. EBITDA margin is expressed as a percentage of Gross Profit.



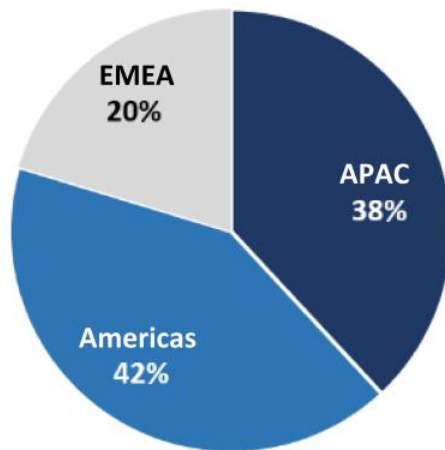
# Q1 2026: Business Services Regional Split



**Revenue**



**Gross Profit**



# Q1 2026: Energy Services Financial Results



US\$ In Millions	'+ / - (1)		Q1 2026	Q1 2025 (2)
Revenue	+	35%	\$3.5	\$2.6
Gross Profit	+	23%	\$1.5	\$1.3
Adjusted EBITDA <sup>(3)</sup>	+	111%	\$1.0	\$0.5

<sup>(1)</sup> + / - indicates whether the caption was higher (+) or lower (-) than the comparison period.

<sup>(2)</sup> Pro forma results for the full first quarter of 2025. Alliance Drilling Tools was acquired by Star Operating Companies on March 3, 2025.

<sup>(3)</sup> Adjusted EBITDA is a non-GAAP financial measure. Please reference the slides in the Appendix of this presentation for a reconciliation of this non-GAAP measure.



## Appendix



## Reconciliation of Non-GAAP Financials

Reconciliation of Hudson Talent Solutions ("HTS") Adjusted EBITDA Margin In 000s	Q4 2022	Q1 2023	Q2 2023	Q3 2023	Q4 2023	Q1 2024	Q2 2024	Q3 2024	Q4 2024	Q1 2025	Q2 2025	Q3 2025	Q4 2025
HTS Gross Profit	\$ 22,164	\$ 21,764	\$ 22,583	\$ 19,370	\$ 16,550	\$ 16,330	\$ 17,615	\$ 18,603	\$ 17,604	\$ 16,398	\$ 18,635	\$ 18,630	\$ 18,630
HTS Net Income (Loss)	62	354	578	533	733	(2,898)	(441)	(846)	(585)	(1,756)	(688)	316	(1,756)
Provision for income taxes	674	(139)	857	430	(778)	(88)	253	298	837	32	345	3	1
Interest income, net	(55)	(64)	(130)	(90)	(88)	(93)	(94)	(93)	(80)	(71)	(54)	128	

Depreciation and amortization	361	348	354	374	391	397	287	358	319	283	245	350
Non-operating expense (income)	(82)	(133)	50	404	(1,134)	39	95	184	(297)	71	186	207
Stock-based compensation expense	532	473	383	131	482	378	187	481	234	386	243	227
Non-recurring severance and professional fees	326	196	445	109	461	723	458	457	433	387	1,039	460
Compensation expense related to acquisitions	620	113	112	113	-	-	-	-	-	-	-	-
Less: Corporate	745	1,140	997	837	730	1,007	910	864	648	894	882	-
HTS Adjusted EBITDA	\$ 3,183	\$ 2,288	\$ 3,646	\$ 2,841	\$ 797	\$ (535)	\$ 1,655	\$ 1,703	\$ 1,509	\$ 226	\$ 2,198	\$ 1,691
TTM HTS Gross Profit				\$ 85,881	\$ 80,267	\$ 74,833	\$ 69,865	\$ 69,098	\$ 70,152	\$ 70,220	\$ 71,240	\$ 71,267
TTM HTS Adjusted EBITDA				\$ 11,958	\$ 9,572	\$ 6,749	\$ 4,758	\$ 3,620	\$ 4,332	\$ 5,093	\$ 5,636	\$ 5,624
TTM HTS Adjusted EBITDA Margin				13.92%	11.93%	9.02%	6.81%	5.24%	6.18%	7.25%	7.91%	7.89%

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.



## Reconciliation of Non-GAAP Financial Measures Q1 2026 and 2025

Q1 2026	Building Solutions	Business Services	Energy Services	Investments	Corporate	Total <sup>(3)</sup>
Revenue, from external customers	\$ 11.6	\$ 35.0	\$ 3.5	\$ 0.2	\$ (0.2)	\$ 50.1
Gross profit <sup>(1)</sup>	\$ 1.6	\$ 17.4	\$ 1.5	\$ 0.1	\$ (0.2)	\$ 20.6
Net loss attributable to common shareholders	\$ (1.7)	\$ (0.6)	\$ 0.4	\$ 0.1	\$ (2.6)	\$ (4.4)
Dividends on Series A perpetual preferred stock	—	—	—	—	0.6	0.6
Net loss	(1.7)	(0.6)	0.4	0.1	(2.0)	(3.8)
Provision from income taxes	—	(0.8)	—	—	0.5	(0.3)
Interest income, net	0.1	0.2	—	(0.2)	(0.1)	—
Total depreciation and amortization	0.3	0.2	0.4	0.1	—	0.9
EBITDA (loss) <sup>(2)</sup>	(1.4)	(1.0)	0.8	—	(1.6)	(3.1)
Foreign currency gain/loss	—	0.1	—	—	—	—
Corporate administrative charges	0.4	0.2	0.1	—	(0.7)	—
Gains on sale and leaseback transactions	—	—	—	—	—	—
Other non-operating expense (income)	—	0.1	—	0.2	—	0.2
Stock-based compensation expense	—	0.2	—	—	0.3	0.5
Interest income	—	—	—	0.2	—	0.2
Unrealized (gain) loss on equity securities	—	—	—	—	—	—
Severance/contingent salary	—	0.1	0.1	—	0.1	0.3
Transaction costs related to mergers and acquisitions	—	—	—	—	0.1	0.1
Financing cost	—	—	—	—	—	—
Other non-recurring expenses	—	0.1	0.1	—	0.1	0.2
Adjusted EBITDA (loss) <sup>(2)(4)</sup>	\$ (0.9)	\$ (0.3)	\$ 1.0	\$ 0.5	\$ (1.9)	\$ (1.6)

Q1 2025	Business Services	Corporate	Total
Revenue, from external customers	\$ 31.9	\$ —	\$ —
Gross profit <sup>(1)</sup>	\$ 16.4	\$ —	\$ —
Net loss	(1.0)	(0.8)	\$ (1.8)
Provision for income taxes	0.1	—	—
Interest income, net	0.1	(0.2)	—
Total depreciation and amortization	0.3	—	—
EBITDA (loss) <sup>(2)</sup>	(0.5)	(1.0)	—
Corporate administrative charges	0.3	(0.3)	—
Foreign currency gain/loss	0.1	—	—
Other non-operating expense (income)	—	—	—
Stock-based compensation expense	0.2	0.1	—
Severance/contingent salary	0.1	—	—
Transaction costs related to mergers and acquisitions	—	0.3	—
Other non-recurring expenses	—	—	—
Adjusted EBITDA (loss) <sup>(2)(4)</sup>	\$ 0.2	\$ (0.9)	\$ (0.7)

<sup>(1)</sup> Represents Revenue less direct contracting costs and reimbursed expenses for Business Services.

<sup>(2)</sup> 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, taxes, depreciation and amortization, non-operating income, stock-based compensation expense, and other items such as non-recurring severance and professional fees.

<sup>(3)</sup> Amounts may not sum due to rounding.

<sup>(4)</sup> Adjusted net income or loss per diluted share is a Non-GAAP measure defined as reported net income or loss per diluted share before items such as acquisition-related costs and non-severance and professional fees after tax that is presented to provide additional information about the company's operations on a basis consistent with the measures which the company manage its operations and evaluate its performance. Management also uses these measurements to evaluate capital needs and working capital requirements. Adjusted net income or loss per share should not be considered in isolation or as a substitute for net income or loss per diluted share and other income or cash flow statement data prepared in accordance with general accounting principles or as a measure of the company's profitability or liquidity. Further, Adjusted net income or loss per diluted share as presented above may not be comparable with similar measures reported by other companies.



# Reconciliation of Non-GAAP Financial Measures Q1 2026 and 2025

	Adjusted Net Loss <sup>(1)</sup>		Per Diluted Share <sup>(1)</sup>	
	Three Months Ended		Three Months Ended	
	March 31, 2026		March 31, 2026	
Net loss	\$	(3.8)	\$	(1.01)
Dividends on Series A perpetual preferred stock		(0.6)		(0.16)
Net loss attributable to common shareholders		(4.4)		(1.17)
Intangible amortization from acquisitions		0.2		0.04
Gains on sale and leaseback transactions		—		(0.01)
Unrealized (gain) loss on equity securities		—		0.01
Severance/contingent salary		0.3		0.08
Transaction costs related to mergers and acquisitions		0.1		0.02
Financing cost		—		0.01
Other non-recurring expenses		0.2		0.04
Adjusted net loss <sup>(2)</sup>	\$	(3.7)	\$	(0.99)

	Adjusted Net Loss <sup>(1)</sup>		Per Diluted Share <sup>(1)</sup>	
	Three Months Ended		Three Months Ended	
	March 31, 2025		March 31, 2025	
Net loss	\$	(1.8)	\$	(0.59)
Intangible amortization from acquisitions		0.2	\$	0.08
Severance/contingent salary		0.1	\$	0.02
Transaction costs related to mergers and acquisitions		0.3	\$	0.10
Other non-recurring expenses		—		0.02
Adjusted net loss <sup>(2)</sup>	\$	(1.1)	\$	(0.38)

<sup>(1)</sup> Amounts may not sum due to rounding.

<sup>(2)</sup> Adjusted net income or loss per diluted share is a Non-GAAP measure defined as reported net income or loss per diluted share before items such as acquisition-related costs and non-recurring severance and professional fees after tax that is 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. Adjusted net income or loss per diluted share should not be considered in isolation or as a substitute for net income or loss per diluted share and 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. Further, Adjusted net income or loss per diluted share as presented above may not be comparable with similarly titled measures reported by other companies.



# Reconciliation of Pro Forma <sup>(1)</sup> Non-GAAP Financial Measures

Q1 2025	Building Solutions	Business Services	Energy Services	Investments	Corporate	Total <sup>(3)</sup>
Pro forma revenue, from external customers <sup>(1)</sup>	\$ 12.1	\$ 31.9	\$ 2.6	\$ 0.2	\$ (0.2)	\$ 46.5
Pro forma gross profit <sup>(1)</sup>	\$ 2.9	\$ 16.4	\$ 1.3	\$ 0.1	\$ (0.2)	\$ 20.5
Pro forma net loss attributable to common shareholders <sup>(1)</sup>	\$ (0.9)	\$ (1.0)	\$ (0.3)	\$ (0.3)	\$ (1.2)	\$ (3.7)
Dividends on Series A perpetual preferred stock	—	—	—	—	0.5	0.5
Pro forma net loss	(0.9)	(1.0)	(0.3)	(0.3)	(0.8)	(3.3)
Provision from income taxes	—	0.1	—	—	(2.2)	(2.2)
Interest income, net	0.2	0.1	—	(0.2)	(0.2)	(0.1)
Total depreciation and amortization	1.0	0.3	0.2	0.1	—	1.6
Pro forma EBITDA (loss) <sup>(2)</sup>	0.3	(0.5)	(0.1)	(0.4)	(3.2)	(3.9)
Unrealized (gain) loss on equity securities	—	—	—	0.2	—	0.2
Foreign currency gain/loss	—	0.1	—	—	—	0.1
Corporate administrative charges	—	0.3	—	—	(0.3)	—
Other non-operating expense (income)	—	—	—	—	—	—
Stock-based compensation expense	—	0.2	—	—	0.2	0.4
Interest income <sup>(3)</sup>	—	—	—	0.2	—	0.2
Severance/contingent salary	—	0.1	—	—	—	0.1
Transaction costs related to mergers and acquisitions	—	—	0.6	—	0.7	1.3
Impairment of cost method investment	—	—	—	0.1	—	0.1
Loss (gain) on equity method investment	—	—	—	0.3	—	0.3
Financing cost	—	—	—	—	—	—
Other non-recurring expenses	—	—	—	—	—	—
Pro forma adjusted EBITDA (loss) <sup>(2)</sup>	\$ 0.3	\$ 0.2	\$ 0.5	\$ 0.3	\$ (2.5)	\$ (1.2)

	Pro Forma Adjusted Net Loss <sup>(3)</sup>		Per Diluted Share <sup>(3)</sup>
	Quarter Ended		
	March 31, 2025		
Pro forma net loss <sup>(3)</sup>	\$	(3.3)	\$
Dividends on Series A perpetual preferred stock		(0.5)	
Pro forma net loss attributable to common shareholders <sup>(3)</sup>		(3.7)	
Intangible amortization from acquisitions		1.0	
Unrealized (gain) loss on equity securities		0.2	
Severance/contingent salary		0.1	
Transaction costs related to mergers and acquisitions		1.3	
Impairment of cost method investment		0.1	
Loss (gain) on equity method investment		0.3	
Financing cost		—	
Other non-recurring expenses		—	
Pro forma adjusted net loss <sup>(2)(3)</sup>	\$	(0.8)	\$

<sup>(1)</sup> Pro forma Building Solutions, Energy Services, and Investments results for the full first quarter of 2025. Alliance Drilling Tools was acquired by Star Operating Companies on March 3, 2025.

<sup>(2)</sup> 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, depreciation and amortization, non-operating income, stock-based compensation expense, and other items such as non-recurring severance and professional fees.

<sup>(3)</sup> Amounts may not sum due to rounding.

<sup>(4)</sup> Adjusted net income or loss per diluted share is a Non-GAAP measure defined as reported net income or loss per diluted share before items such as acquisition-related costs and non-recurring professional fees after tax that is 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. Adjusted net income or loss per diluted share should not be considered in isolation or as a substitute for net income or loss per diluted share and 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. Further, Adjusted net income or loss per diluted share as presented above may not be comparable with similarly titled measures reported by other companies.



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