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

FORM 8-K

CURRENT REPORT

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

Date of Report (Date of earliest event reported): March 30, 2026

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

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)

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>
Common Stock, \$0.001 par value
Series A Preferred Stock, \$0.001 par value
Preferred Share Purchase Rights

<u>Trading Symbol(s)</u>
STRR
STRRP

<u>Name of each exchange on which registered</u>
The NASDAQ Stock Market LLC
The NASDAQ Stock Market LLC

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

Emerging growth company

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

ITEM 7.01. REGULATION FD DISCLOSURE.

Pursuant to Regulation FD, Star Equity Holdings, Inc. (the "Company") hereby furnishes the investor presentation (the "Investor Presentation") relating to the Company's business and operations as of December 31, 2025, which the Company made available on March 30, 2026, within the Investor Relations section of the Company's website: www.starequity.com.

The information contained in the Investor Presentation is summary information that should be considered in the context of the Company's filings with the Securities and Exchange Commission and other public announcements the Company may make by press release or otherwise from time to time. The Investor Presentation speaks as of the date of this report, and in accordance with the dates provided therein. While the Company may elect to update the Investor Presentation in the future to reflect events and circumstances occurring or existing after the date of this report, the Company specifically disclaims any obligation to do so.

A copy of the Investor Presentation is furnished herewith as Exhibits 99.1. The information furnished by the Company pursuant to this Item 7.01, including Exhibits 99.1, shall not be deemed "filed" for purposes of Section 18 of the Securities Exchange Act of 1934, as amended (the "Exchange Act"), or otherwise subject to the liability of that section, and shall not be deemed to be incorporated by reference into any Company filing under the Securities Act of 1933, as amended, or the Exchange Act, regardless of any general incorporation language in such filing.

Item 9.01. Financial Statements and Exhibits.

(d) Exhibits

EXHIBIT INDEX

99.1 [Investor Presentation, dated March 30, 2026](#)

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/ MATTHEW K. DIAMOND
Matthew K. Diamond
Chief Accounting Officer

Dated: March 30, 2026

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 Repurchase

March 2026



www.starequity.com

Forward-Looking Statements

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 27A 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 regarding the Company’s future financial condition, results of operations, business operations and business prospects, are forward-looking statements. Words such as “anticipate,” “expect,” “project,” “intend,” “plan,” “predict,” “believe,” and similar words, expressions, and variations of these words and expressions are intended to identify forward-looking statements. 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 stated 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 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 financing 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 revenue from 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 a target 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 disputes 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, including related to compliance with federal and state laws, regulations, and other rules, (35) our exposure to employment-related claims, legal liability, and costs from clients, employees, and regulators, (36) risks related to the imposition of licensing or tax requirements or new regulations, (37) the effect of Anti-takeover provisions in our organizational documents, (38) the effect of the amendment contained in our Restated Certificate of Incorporation, (39) the impact of our stockholder rights plan, or “poison pill,” on stockholder decision making, (40) risks related to our scaling requirements as a smaller reporting company, (41) risks related to evolving ESG and DEI rules and regulations, (42) the Company’s heavy reliance on information systems and the impact of potential system outages 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. The foregoing list should not be construed as 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 the 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.



Executive Summary

We believe Star is positioned to deliver **strong shareholder returns** through:

Organic Growth

We are building a diversified, scalable multi-

M&A and Asset Optimization

We’re constantly evaluating acquisition targets to

platform portfolio of operating companies with attractive organic growth, margins, and ROIC

We believe we are positioned to grow Adj. EBITDA from **\$13M in 2025 PF → \$40M by 2030** ^{(1) (2)}

Our \$215M of usable NOLs provide a tax-efficient structure to convert EBITDA growth into FCF

supplement our organic growth goals, with a focus on growing our current platform companies ⁽²⁾

Preference for using **non-convertible preferred stock** for M&A vs. common stock



We believe in our ability to monetize **\$20M+ of non-cash generating assets**

Opportunistic Share Repurchases

Approx. \$10M repurchased since 2020; including ~8% block purchase in Q3 2025



⁽¹⁾ See slide 22 for more detail. ⁽²⁾ Any acquisitions would be additive to organic growth forecast of \$40M in Adj. EBITDA by 2030.

Financial and Valuation Highlights

2025 Financial Highlights ⁽¹⁾

Vision 2030 ⁽²⁾

Revenue	\$224.7M	\$400M+
Gross Profit	\$95.0M	\$200M+
Adj. EBITDA	\$12.6M	~\$40M
Adj. EPS ⁽³⁾	\$1.35	\$10+

\$215M of NOLs usable against any taxable income in the US, equates to potential cash savings of **\$45M (~\$12.18/share)** ⁽⁴⁾

⁽¹⁾ Figures are 2025 Pro forma – as if the acquisition of Star Operating occurred on January

⁽²⁾ See slide 22 for additional detail.

⁽³⁾ See slide 40 for additional detail.

⁽⁴⁾ NOLs x 21% US tax rate, per share number based on shares outstanding as of 3/13/26.



Who We Are

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

www.starequity.com

Star's Current Business Divisions

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



Future Divisions

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 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"), Star Operating 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

Star is similar to a private equity fund, but with key distinctions allowing us to:

Scale quickly and

Have flexible holding periods thanks to an open-



⁽¹⁾ Public activism efforts are not always in pursuit of acquisition

Our Team

Corporate Team
Star's Corporate Team consists of 12 people and functions similarly to a PE firm

- Star's corporate team is responsible for:**
- Strategy & Vision
 - Capital Allocation and M&A
 - Public Company Duties
 - Management of the Investments Division
 - Capital Markets & Bank Relationships
 - 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
 - EBITDA & Free Cash Flow Generation
 - Organic Growth
 - Sourcing of Local M&A Opportunities
- Star seeks bolt-on and adjacent acquisitions to supplement organic growth at its operating companies**

Capital Structure & Valuation Metrics

Capital Structure		Select Valuation Metrics	
Cash ^{(1) (2)}	\$13.4 M	Book Value ("BV") ⁽⁸⁾	\$42.0 M
Real Estate ^{(2) (3)}	\$10.2 M	Market Capitalization ⁽⁷⁾	\$37.4 M
Public Investments ⁽²⁾	\$3.8 M	Preferred Stock ^{(2) (5)}	\$23.7 M
Private Investments ⁽²⁾	\$9.8 M	Debt less Cash ("Net Debt") ⁽²⁾	\$1.1 M
Total Debt on Operating Businesses ^{(2) (4)}	\$14.5 M	Enterprise Value ⁽⁹⁾	\$62.3 M
Debt less Cash ("Net Debt") ⁽²⁾	\$1.1 M	Preferred Stock ^{(2) (5)}	(\$23.7) M
Preferred Stock ^{(2) (5)}	\$23.7 M	Investments ^{(2) (10)}	(\$13.6) M
Common Shares Outstanding ⁽⁶⁾	3.7 M	Real Estate ^{(2) (3)}	(\$10.2) M
Stock Price ⁽⁷⁾	\$10.10	Adj. Enterprise Value ⁽¹¹⁾	\$14.8 M

⁽¹⁾ Including restricted cash.

⁽²⁾ As of 12/31/2025.

⁽³⁾ Gross book value of real estate.

⁽⁴⁾ Excluding operating leases.

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

⁽⁶⁾ As of 3/13/2026.

⁽⁷⁾ As of 3/27/2026.

⁽⁸⁾ Book value of common equity as of YE2025 (i.e., net of preferred stock at liquidation preference).

⁽⁹⁾ Excluding operating leases.

⁽¹⁰⁾ Including 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

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August 2025 Transformational Merger ⁽¹⁾

Star Operating Companies, Inc.

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

Hudson Global, Inc.

(NASDAQ: HSON until 09/04/25)

Building Solutions

Energy Services

Investments

Business Services

\$215M in NOLs (2)



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



(1) Graphic depicts the business combination, not the actual legal structure
(2) As of 12/31/2025.

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

Asset Sales	Acquisitions	Investments
<p>In 2023: Digirad Health, Inc. \$40M valuation Sold Digirad Health, Inc. to PE-owned Catalyst MedTech (formerly TTG Imaging Solutions, LLC)</p> <p>Valuation Breakdown:</p> <ul style="list-style-type: none"> \$27M Cash \$7M Note \$6M Equity Roll into Catalyst MedTech 	<p>In 2023: Big Lake Lumber (\$3.3M) <i>(Bolt-on for Glenbrook; Minneapolis-based lumber yard)</i></p> <p>In 2024: Timber Technologies (\$23.7M) <i>(Adjacent to EdgeBuilder Glenbrook; Wisconsin-based glulam manufacturer)</i></p> <p>In 2025: Alliance Drilling Tools (\$12.6M) <i>(Platform in Energy Services space with locations in Rockies and Texas)</i></p> <p>----- Transformational Transaction</p> <p>In 2025: Merger with Hudson Global</p>	<p>In 2024: SDPI Investment ~35% return Generated when Superior Tools (NYSE: SDPI) was acquired by Drilling Tools International (NASDAQ: DTI)</p> <p>In 2025: SVT Investment ~340% return Generated when Servotron (NYSE: SVT) was acquired by TransDigm Group Inc. (NYSE: TDG)</p>



(1) Slide refers to transactions completed by Star Operating Companies, Inc., formerly known as Star Equity Holdings, Inc. prior to 08/22/2025.

Where We Are Going

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➤ Where We Are Going

How We Are Going to Get There

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Growing Our Company Via a Three-Pronged Strategy

Organically Grow Current Operating Companies	Pursue Acquisitions	Make Target Investment
<p>Invest in growth ideas and operational improvements at Operating Companies</p> <p>Revenue Goals:</p> <ul style="list-style-type: none"> • CAGR 10-15% by 2030 ⁽¹⁾ <p>Adj. EBITDA Goals:</p> <ul style="list-style-type: none"> • \$40M by 2030 ⁽¹⁾ 	<p>Acquire private and / or public companies that could be:</p> <div style="border: 1px dashed black; padding: 5px;"> <ol style="list-style-type: none"> 1) Bolt-ons for existing Operating Companies 2) “Adjacent” targets in existing Divisions (i.e., new “Sister Companies” to current Operating Companies) 3) New Verticals / New Divisions </div> <p>Use cash, debt, and/or preferred stock for M&A</p>	<p>Invest in select microcaps that co</p> <ul style="list-style-type: none"> • Acquisition target • Strategic investm

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 businesses with ownership seeking an exit
- Demographic trends such as the “Silver Tsunami” 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.

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. 32% of stock)

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



⁽¹⁾ Refers to Star insider common stock ownership excluding warrants.

How We Are Going to Get There

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Building Solutions: Future Goals

Near-Term Financial Goals:

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

Long-term Financial Goals by Company:



Mid-teens annual revenue growth



High single-digit annual revenue growth



High single-digit annual revenue



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⁾

Business Services: Future Goals

	Gross Profit	Adj. EBITDA	
Interim Goal #1	\$100 million	\$20 million	➔ Could be achieved organically in the next few years
Longer-Term Goal #2	\$200 million	\$50 million	➔ Timeline could be accelerated significantly by partnering with a growth capital provider
<p>We believe that future growth will deliver ~30% incremental Adj. EBITDA margins ⁽¹⁾</p> <ul style="list-style-type: none"> ○ At \$200 million of gross profit, Hudson Talent Solutions could generate ~\$50 million of adjusted EBITDA ⁽²⁾ ○ An external growth capital investment could be a “win-win” for a future capital provider, the Hudson Talent Solutions management team, and Star shareholders 			

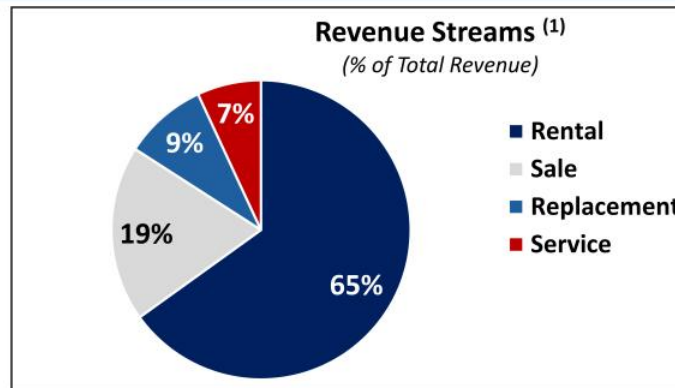
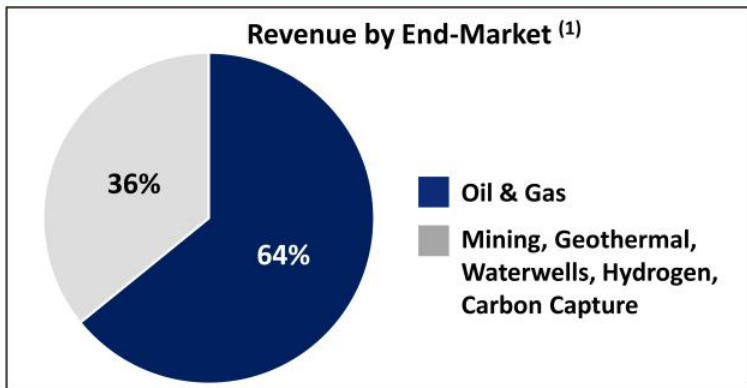
⁽¹⁾ Defined as Adj. EBITDA divided by Gross Profit.

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



Energy Services: Revenue Breakdown and Future Goals

Revenue Breakdown



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⁾ 2025 FY revenue breakdown

Investments: Portfolio & Future Goals

Public Investments Portfolio Value ⁽¹⁾	
SEF, LP Public Equities ⁽²⁾	\$3.8 Million
Private Investments Book Value ⁽¹⁾	
Catalyst MedTech Note ⁽³⁾	\$8.3 Million
Catalyst MedTech Equity ⁽³⁾	\$1.0 Million
MDOS Note	\$0.6 Million
Total	\$9.8 Million

⁽¹⁾ As of 12/31/2025.

⁽²⁾ SEF, LP stands for Star Equity Fund, LP (website: www.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 \$9.0M. Original book value of Catalyst MedTech equity was \$6.0M.

Near-Term Financial Goals

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

Long-Term Financial Goals

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



Adj. EBITDA by Segment

Adj. EBITDA by Segment		
(\$ in millions)	2025 PF ⁽¹⁾	2030E Goal ^{(2) (3)}
Building Solutions	\$7.2	~\$15.0
Business Services	5.0	~27.0
Energy Services	2.9	~5.0
Investments	7.1	~1.0
Segment Sub-Total	\$22.2	~\$48.0
Corporate Costs	(9.6)	~(8.0)
Total Adj. EBITDA	\$12.6	~\$40.0

⁽¹⁾ Pro Forma FY 2025 results. See slide 31 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**

⁽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 unpredictable future changes in foreign exchange rates and commodity prices. Therefore, we are unable to provide a reconciliation of these measures. Please see the section regarding "Forward-Looking Statements" on page 2 for more information.



Appendix

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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 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 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

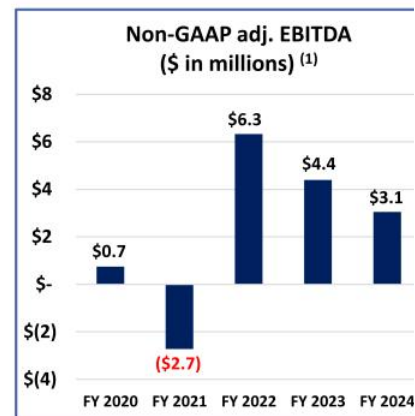
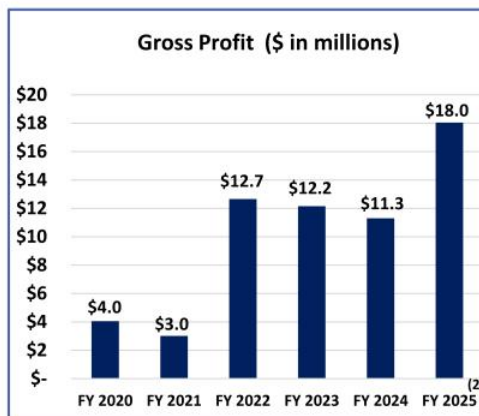
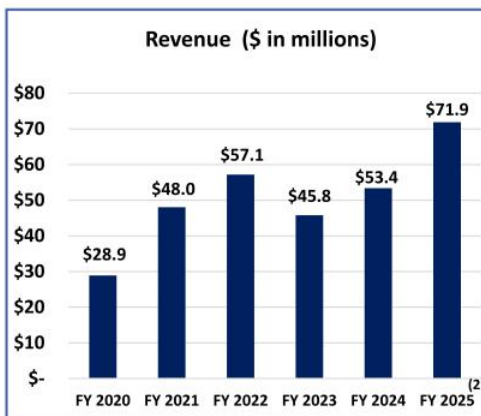
Prior SEF Involvement in 2021	SEF Invested in 2022 Pushed for Change	Outcome – 2025 Unlocked Significant
<ul style="list-style-type: none"> • Frustrated shareholders due to <ul style="list-style-type: none"> ○ Poor financial performance ○ Poor corporate governance ○ Lack of communication from the board • SEF recognized SVT’s strong business fundamentals <ul style="list-style-type: none"> ○ Believed value could be unlocked by aligning leadership and shareholders’ goals 	<ul style="list-style-type: none"> • SEF campaign resulted in: <ol style="list-style-type: none"> 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 	<p>SVT acquired by TransDigm for</p> <ul style="list-style-type: none"> • 357% premium over the pre-announcement share price <p>Transaction Benefits</p> <ul style="list-style-type: none"> • SVT gained access to financial and customer relationships, accelerating growth • TransDigm has a long history of integrating and scaling business <p>SVT</p>

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

SEF realized ~340% return on its investment



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 2025 PF: **25%**

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

⁽²⁾ FY 2025 pro forma results.



Building Solutions: Backlog

Improvement Expected in 2026 vs. Q4 2025



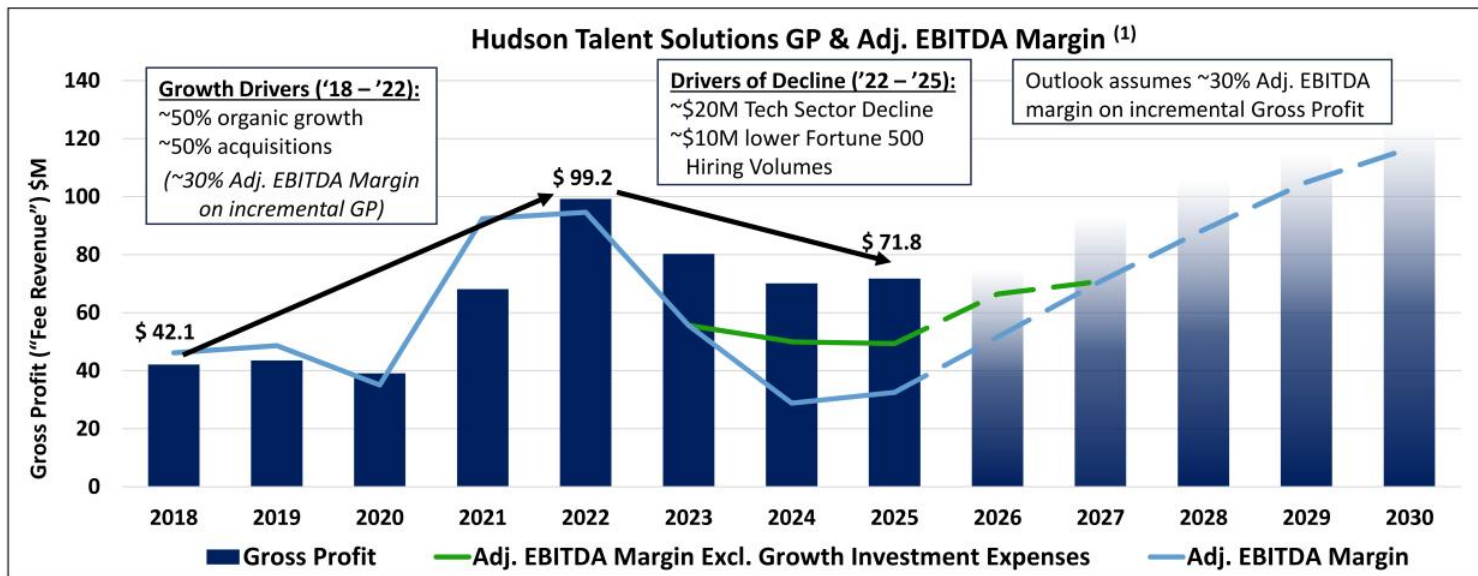
Historical Backlog

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

⁽¹⁾ Backlog defined as future revenue under contract.



Business Services: Historical Trends & Future Goals



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 37.

Business Services: Acquisition & Investment History



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**



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 serves the following end-markets:

Oil & Gas



Geothermal



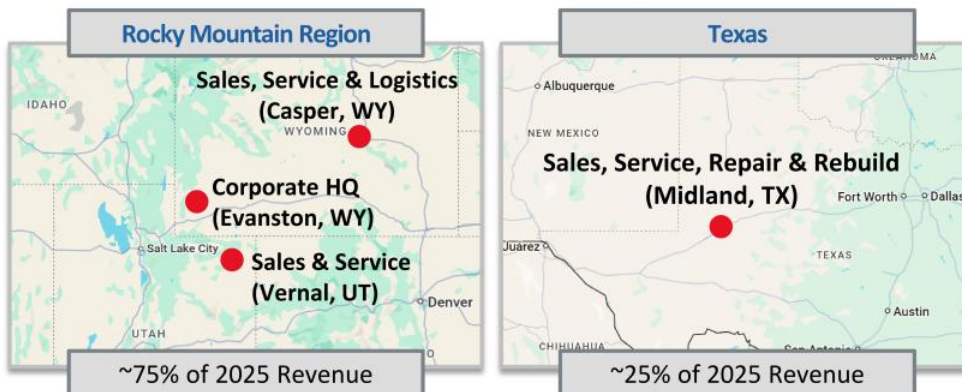
Carbon Capture⁽¹⁾



Mining & Other



ADT's facilities are located in two key markets:



⁽¹⁾ ADT's tools are used to drill carbon sequestration wells in salt
⁽²⁾ Other end-markets include Hydrogen and Waterwell drilling.

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

Real Estate

Estimated Value \$8 - \$10M⁽¹⁾

Private Investments

Estimated Value \$10 - \$15M^{(1) (2)}

Public Investments:

Portfolio Value \$3.8M⁽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



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



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



⁽¹⁾ As of 12/31/2025 and evaluated quarterly. Real estate valued as of 3/31/2026.

⁽²⁾ Lower end of valuation is book value as of 12/31/2025; higher end includes original (unimpaired) value of Catalyst.



Investments: Real Estate Assets

Real Estate Assets Held Separately from OpCos to Facilitate Value Creation

Currently Owned - Portfolio Value

4 Facilities

\$8 - \$10 Million ⁽²⁾



Oxford, Maine
KBS Facility - Idle
90,000 sq ft

Colfax, Wisconsin
Timber Tech Facility
89,000 sq ft

Sold

Waterford, Maine
61,900 sq ft facility (sold for \$1.2M on 3/30/2023)

Leased - EBGL Facilities

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

Sold / Leased Back Facilities

Big Lake, Minnesota – Glenbrook
22,300 sq ft (sold for \$2.8M on 7/18/21)

South Paris, Maine – KBS Facility
85,000 sq ft (sold for \$6.1M on 7/19/21)

Prescott, Wisconsin – EBGL Facility
34,200 sq ft (sold for \$2.6M on 12/31/21)

Evanston, Wyoming – ADT Facility
21,400 sq ft (sold for \$1.7M on 2/27/26)

Midland, Texas – ADT Facility
5,000 sq ft (sold for \$1.1M on 3/27/26)

Vernal, Utah – ADT Facility
6,950 sq ft (sold for \$0.6M on 3/27/26)

⁽²⁾ Gross proceeds from sale lease-back transactions



⁽¹⁾ Value estimated as of 3/31/2026.

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

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
President



Over 25 years of experience the manufacturing of engineered wood products including Glulam beams and commercial residential application

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



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 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 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



- Over 30 years of Wall Street experience
- Founder and CEO of Lone Star Value Management
- Portfolio Manager at Soros Fund Management and



- Over 25 years of capital markets experience
- Private Investor
- Former Head of Structured Product Sales and Ec Derivative Sales – Ar

Mimi Drake

Board Chair & Independent Director

- Member of 100 Women in Finance
- Served on several public and private boards

Jeffrey Eberwein

Chief Executive Officer & Director

- Viking Global Investors
- Served as chairman of several public boards

Todd Fruhbeis

Independent Director

HSBC



Connie Nelson

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



Jennifer Palmer

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



Louis Parks

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



Robert Pearse

Independent Director

- Over 20 years of corporate and general management experience
- Managing Director of Yuventus Capital Partners
- Served on several public and private boards



Other Publicly-Traded Holding Companies

Small Cap:	Ticker	Market Cap ⁽¹⁾	Business Highlights
Elah Holdings Inc.	ELLH	10	<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	72	<ul style="list-style-type: none"> Infrastructure, life sciences and broadcasting
SWK Holdings Corp	SWKH	199	<ul style="list-style-type: none"> Financial services for life science companies, including royalty-related financing
Aimia Inc.	AIMFF	200	<ul style="list-style-type: none"> Specialty chemicals Synthetic rope and netting solutions
B. Riley Financial Inc.	RILY	201	<ul style="list-style-type: none"> Financial services Brand Licensing Telecom, VOIP, and Technology services
Boston Omaha Corp ⁽²⁾	BOC	388	<ul style="list-style-type: none"> Broadband, Insurance, outdoor advertising services, and asset management
Acacia Research Group	ACTG	404	<ul style="list-style-type: none"> Technology, energy, and industrial/manufacturing sectors Holds significant legacy IP assets
Compass Diversified Holdings	CODI	564	<ul style="list-style-type: none"> Consumer goods manufacturing and industrial manufacturing
Peer Group Average		232	

⁽¹⁾ Based on data as of 2/27/26 - \$ in millic

⁽²⁾ Incentive fees paid to management team



Reconciliation of Non-GAAP Financials

Reconciliation of Hudson Talent Solutions ("HTS") Adjusted EBITDA Margin In 000s	Historical Annual							
	2018	2019	2020	2021	2022	2023	2024	2025
HTS Gross Profit	\$42,104	\$43,566	\$39,081	\$68,157	\$99,210	\$80,267	\$70,152	\$71,773
HTS Net Income (Loss)	(5,266)	(842)	(1,243)	3,227	7,129	2,198	(4,770)	(2,152)
Provision for income taxes	99	(540)	535	1,117	2,331	370	1,300	1,999
Interest income, net	(298)	(617)	(149)	(33)	(83)	(372)	(360)	510
Depreciation and amortization	16	85	179	597	1,378	1,467	1,361	1,028
Non-operating expense (income)	248	338	(1,789)	83	(40)	(813)	21	1,572
Stock-based compensation expense	1,306	961	737	2,424	2,318	1,469	1,280	850
Non-recurring severance and professional fees	-	1,072	1,283	660	717	1,211	2,071	1,197
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	-
HTS Adjusted EBITDA	\$ 4,164	\$ 4,538	\$ 2,939	\$13,494	\$20,116	\$ 9,572	\$ 4,332	\$ 5,004
HTS Adjusted EBITDA Margin %	9.9%	10.4%	7.5%	19.8%	20.3%	11.9%	6.2%	7.0%
Growth Investment Expense							3,180	2,585
Adjusted EBITDA Excl. Growth Investment Expenses							\$ 7,512	\$ 7,589
HTS Adjusted EBITDA Margin % Excl. Growth Investment Expenses							10.7%	10.6%

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 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 reported 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

Reconciliation of Star Equity Holdings' Pro Forma 2025 Adjusted EBITDA US \$ in millions	Building Solutions	Business Services	Energy Services	Investments	Corporate	Total ⁽³⁾
Pro forma revenue, from external customers ⁽¹⁾	\$ 71.9	\$ 139.7	\$ 13.2	\$ 0.6	\$ (0.6)	\$ 224.7
Pro forma gross profit ⁽¹⁾	18.0	71.8	5.5	0.3	(0.6)	95.0
Pro forma net loss attributable to common shareholders ⁽¹⁾	3.5	(2.2)	0.7	5.1	(13.6)	(6.6)
Dividends on Series A perpetual preferred stock	-	-	-	-	2.5	2.5
Pro forma net loss	3.5	(2.2)	0.7	5.1	(11.1)	(4.1)
Provision for income taxes	-	2.0	-	-	(1.7)	0.3
Interest income, net	0.7	0.5	0.2	(0.7)	(0.8)	(0.1)
Depreciation and amortization	2.8	1.0	1.4	0.3	-	5.6
EBITDA (loss) ⁽²⁾	7.0	1.4	2.3	4.7	(13.5)	1.8
Non-operating expense (income), including corporate administration charges	(0.1)	1.6	-	-	(1.2)	0.3
Stock-based compensation expense	-	0.9	-	-	0.8	1.7
Interest Income	-	-	-	1.2	-	1.2
Non-recurring items	0.2	1.2	0.6	1.2	4.3	7.6
Pro forma adjusted EBITDA (loss) ⁽²⁾	\$ 7.2	\$ 5.0	\$ 2.9	\$ 7.1	\$ (9.6)	\$ 12.6

⁽¹⁾ Pro forma Building Solutions and Investments results for the full year of 2025 as opposed to August 22, 2025 through December 31, 2025. Pro forma Energy Services reflects results from Alliance Drilling Tools for the full year in 2025. Alliance Drilling Tools was acquired by Star Operating Companies on March 3, 2025. Pro forma Building Solutions reflects results from Timber Technologies for the full year in 2024. Timber Technologies was acquired by Star Operating Companies on May 17, 2024.

⁽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.

⁽³⁾ Amounts may not sum due to rounding.



Reconciliation of Non-GAAP Financials

Reconciliation of Building Solutions Adjusted EBITDA In 000s	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025 PF
Net Income (Loss)	\$ (2,883)	\$ (7,488)	\$ 2,875	\$ 2,517	\$ (1,578)	\$ 3,494
Provision for income taxes	40	-	(88)	(288)	-	1
Interest expense, net	910	509	416	84	504	666
Depreciation and amortization	2,172	1,931	1,974	2,070	3,338	2,835

Unrealized (gains) losses on derivatives	-	(664)	768	(123)	25	-
Losses (gains) on sale of assets	-	-	-	-	18	-
Bargain purchase gain	-	-	-	(345)	-	-
Write off of leases and intangibles	-	393	-	240	(105)	-
Goodwill impairment	436	3,359	-	-	-	-
Stock-based compensation expense	-	6	21	32	39	46
Non-operating income (expense)	-	-	-	-	-	(51)
Financing costs	68	449	355	142	24	61
SBA PPP Loan forgiveness	-	(1,220)	-	-	-	-
Purchase accounting adjustments/acquisition expenses	-	-	-	65	786	-
Other non-recurring expenses	-	-	-	-	-	132
Building Solutions Adjusted EBITDA	\$ 743	\$ (2,725)	\$ 6,321	\$ 4,394	\$ 3,051	\$ 7,184

1. Non-GAAP earnings before interest, income taxes, and depreciation and amortization ("EBITDA") and non-GAAP earnings before interest, income taxes, depreciation 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 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 similar measures reported by other companies.

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 precisely measure 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 Non-GAAP Financials

Reconciliation of Star Equity Holdings' Pro Forma 2025 Adjusted EPS	Adjusted Net	Pro Forma Per
	Income ⁽¹⁾	Diluted Share ⁽¹⁾
	Year Ended	Year Ended
	12/31/2025	12/31/2025
Pro forma net loss ⁽¹⁾	\$ (4.1)	\$ (1.11)
Dividends on Series A perpetual preferred stock	(2.5)	(0.68)
Pro forma net loss attributable to common shareholders ⁽¹⁾	(6.6)	(1.79)
Intangible amortization from acquisitions	2.8	0.77
Deferred tax on subsidiary write-downs	1.1	0.30
Non-recurring items (after tax)	7.6	2.07
Adjusted net income (loss) attributable to common shareholders ⁽¹⁾⁽²⁾	\$ 5.0	\$ 1.35

1. Amounts may not sum due to rounding.

2. 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 measure 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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