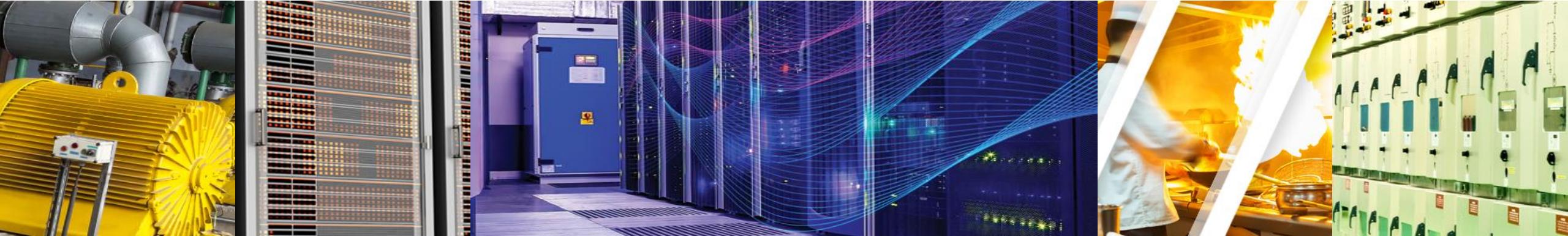




May 16, 2023



Key Business Facts

2022 Results (\$mms)	
Sales	\$201
EBIT	\$38
Return on Sales	19%

-  Continuous operations since 1987
-  218,000 ft² mfg. space in Ashland, MA
-  250 domestic employees
-  UK and India sales and support in non-debtor sister companies

Key Products - Kidde Fire Systems

Gaseous Engineered Suppression



Chemical Clean Agents

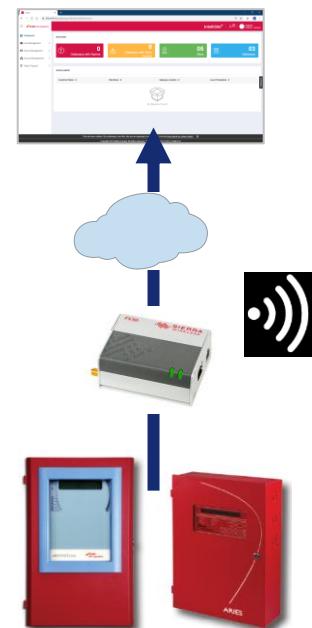


Inert Gases



Carbon Dioxide

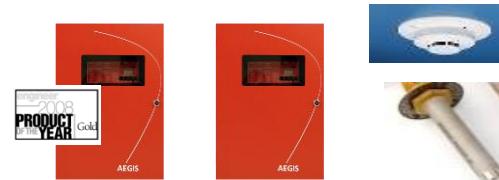
Connected Solutions



Detection Alarm & Control



Addressable Smart Systems



Conventional Systems



Specialty Detection

Chemical Pre-Engineered Suppression



Wet Chemical



WHDR™



Dry Chemical

Key Products - Fenwal Controls

Gas Ignition Control



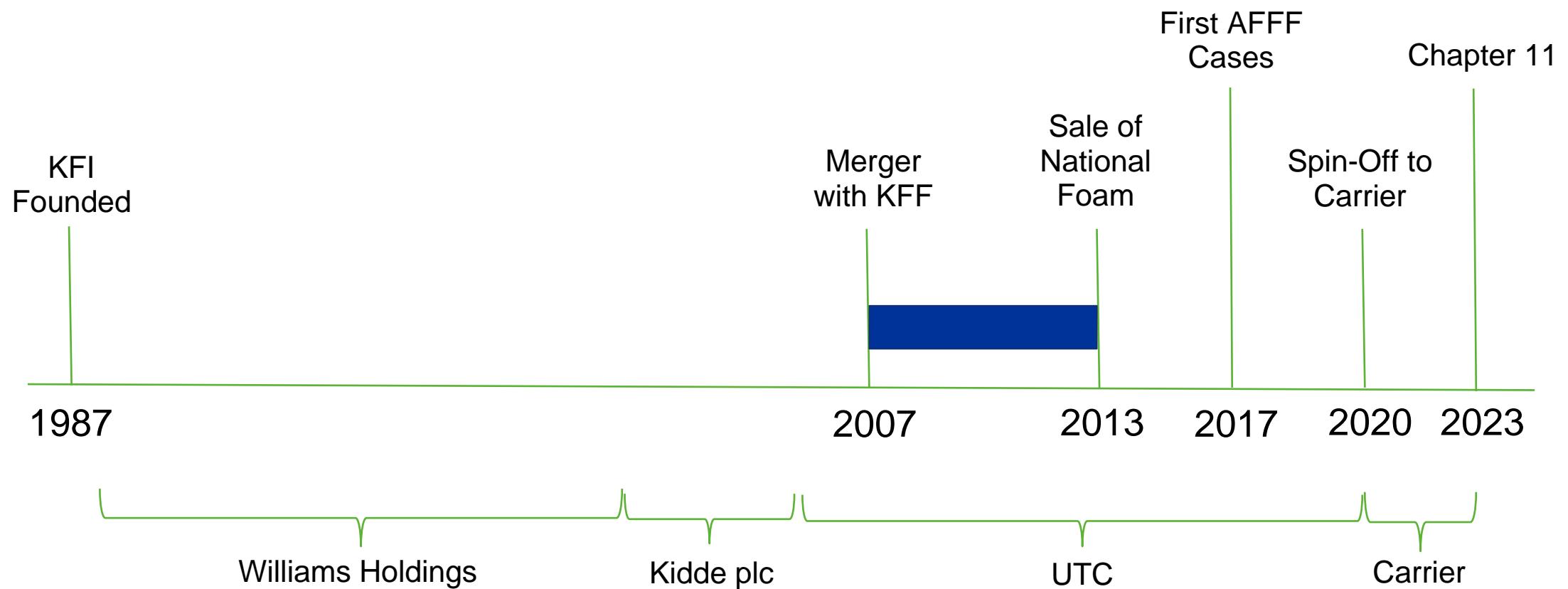
Certifications:



Temperature Controls



Operation of National Foam by KFI



Aqueous Film-Forming Foam (“AFFF”)

Firefighting foam that spreads rapidly across the surface of a fuel fire

Historically, producers used persistent chemicals (PFAS) in fluorosurfactants that repel both fuel and water

- Perfluorooctanesulfonic acid (PFOS)
 - phased out in 2002
- Perfluorooctanoic acid (PFOA)
 - phased out in 2015

National Foam’s AFFF included third party fluorosurfactants with trace amounts of PFOA and precursor chemicals alleged to degrade to PFOA in the environment



AFFF Claims Against and By KFI



Governance

Officers

- **Rachid Ouenniche**, Managing Director & General Manager
- **Dan Cosgrove**, Chief Financial Officer
- **Jim Mesterharm**, Chief Transformation Officer
- **Carrianne Basler**, Deputy CTO

Board

- **Stephen Hannan**, Independent Director (former Sr. MD of Evercore Partners)
- **Alexander Greene**, Independent Director (former MP of Brookfield Asset Management)
- **Francesca Campbell**, Carrier Representative

Advisors

- **MNAT / Sullivan & Cromwell**, Counsel
- **Schulte Roth & Zabel**, Counsel to Special Committee
- **Guggenheim Securities**, Investment Banker
- **AlixPartners**, Restructuring & Financial Advisor

Strategic Review Considerations

Financial	Strategic
<ul style="list-style-type: none">• AFFF liabilities are large and uncertain• Insurers dispute coverage• National Foam indemnity may not be collectible• Carrier not willing to provide capital	<ul style="list-style-type: none">• No access to capital investment• No active owner• No sale opportunities unless “free and clear”• Strong current cash position

Goals in Chapter 11

- ❑ Preserve going concern value
- ❑ Conduct competitive sale process
- ❑ Assess and settle or pursue litigation claims against insurers, National Foam, DuPont and others
- ❑ Resolve at arm's-length all KFI-related issues with UTC/Raytheon, Carrier and related parties
- ❑ Allocate distributable value to competing stakeholders in an orderly, transparent and fair process