

THE EASTERN

COMPANY

2026 Annual Meeting of Shareholders

May 6, 2026

Forward-Looking Statements

Statements contained in this presentation that are not based on historical facts are “forward-looking statements” within the meaning of the Private Securities Litigation Reform Act of 1995. Forward-looking statements may be identified by the use of forward-looking terminology such as “would,” “should,” “could,” “may,” “will,” “expect,” “believe,” “estimate,” “anticipate,” “intend,” “continue,” “plan,” “potential,” “opportunities,” or similar terms or variations of those terms or the negative of those terms. There are many factors that affect the Company’s business and the results of its operations and that may cause the actual results of operations in future periods to differ materially from those currently expected or anticipated. These factors include: risks associated with doing business overseas, including fluctuations in exchange rates and the inability to repatriate foreign cash, the impact on cost structure and on economic conditions as a result of actual and threatened increases in trade tariffs and the impact of political, economic, and social instability; the impact of tariffs, trade sanctions or political instability on the availability or cost of raw materials; the impact of higher raw material and component costs and cost inflation, supply chain disruptions and shortages, particularly with respect to steel, plastics, scrap iron, zinc, copper, and electronic components; delays in delivery of our products to our customers; the impact of global economic conditions and interest rates, and more specifically conditions in the automotive, construction, aerospace, energy, oil and gas, transportation, electronic, and general industrial markets, including the impact, length and degree of economic downturns on the customers and markets we serve and demand for our products, reductions in production levels, the availability, terms and cost of financing, including borrowings under credit arrangements or agreements, and the impact of market conditions on pension plan funded status; restrictions on operating flexibility imposed by the agreement governing our credit facility; the inability to achieve the savings expected from global sourcing of materials; lower cost competition; our ability to design, introduce and sell new or updated products and related components; market acceptance of our products; the inability to attain expected benefits from acquisitions or dispositions or the inability to effectively integrate acquired businesses and achieve expected synergies; costs and liabilities associated with environmental compliance; the impact of climate change, natural disasters, geopolitical events, and public health crises, including pandemics and epidemics, and any related Company or government policies or actions, including any potential adverse economic impacts resulting from the U.S. federal government shutdown; military conflict (including the Russia/Ukraine conflict, the conflict in the Middle East, the possible expansion of such conflicts and geopolitical consequences) or terrorist threats and the possible responses by the U.S. and foreign governments; failure to protect our intellectual property; cyberattacks, data breaches or interruptions or failures of our information technology systems; and materially adverse or unanticipated legal judgments, fines, penalties, or settlements.

The Company is also subject to other risks identified and discussed in Item 1A, Risk Factors, and Item 7, Management’s Discussion and Analysis of Financial Condition and Results of Operations, of the Company’s Annual Report on Form 10-K for the fiscal year ended January 3, 2026 which was filed with the Securities and Exchange Commission (the “SEC”) on March 3, 2026, and that may be identified from time to time in our quarterly reports on Form 10-Q, current reports on Form 8-K and other filings we make with the SEC. Although the Company believes it has an appropriate business strategy and the resources necessary for its operations, future revenue and margin trends cannot be reliably predicted and the Company may alter its business strategies to address changing conditions. Also, the Company makes estimates and assumptions that may materially affect reported amounts and disclosures. These relate to valuation allowances for accounts receivable and excess and obsolete inventories, accruals for pensions and other postretirement benefits (including forecasted future cost increases and returns on plan assets), provisions for depreciation (estimating useful lives), uncertain tax positions, and, on occasion, accruals for contingent losses. The Company undertakes no obligation to update, alter, or otherwise revise any forward-looking statements, whether written or oral, that may be made from time to time, whether as a result of new information, future events, or otherwise, except as required by law.

Statement on Materiality

The inclusion of information in this presentation does not mean that such information is material or that disclosure of such information is required.

The Eastern Company strategically manages a portfolio of high-performing industrial manufacturing businesses, with a focus on driving innovation and top-tier results. Supported by disciplined capital allocation, experienced leadership and a consistent focus on shareholder returns, we believe that the Company is well positioned to generate sustained growth and create long-term value.

- Holding company for multiple distinct manufacturing businesses that offer engineered solutions within their respective end markets.
- Committed to achieving performance in the top decile of each of our markets, focusing on quality, on-time delivery, cost discipline and employee safety.
- Experienced leadership team with a proven track record of successfully navigating global supply chain disruptions and prior tariff cycles to drive performance and support customer partnerships.
- Disciplined capital allocation and targeted investments to drive sustained growth.
- Strong and consistent record of returning cash to shareholders through dividends and stock repurchases.

Portfolio of Successful Businesses

Eastern is a holding company for manufacturing businesses with operations across the United States, Canada, Mexico and Asia.



Global manufacturer and designer of access hardware systems, providing custom-engineered industrial, vehicular and specialty hardware to a wide variety of industries.

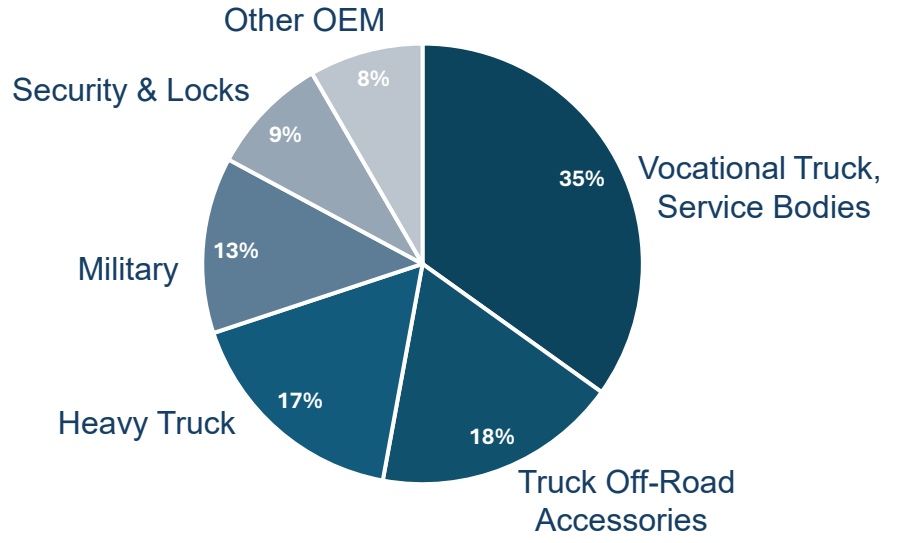


Innovator in vision systems and components to truck, recreational and specialty vehicle OEMs as well as 4,000+ aftermarket distribution locations in North America.



Leading provider of engineered turn-key packaging as well as blow mold and injection blow mold tooling serving diverse markets, including truck, automotive, packaged consumer goods and plastic packaging products.

Revenue by Market



Manufacturing Capabilities

- Electromechanical Solutions
- Lightweight Solutions
- Dual-Sourcing Locations
- Stamping & Skilled Assembly
- Engineered Solutions & Designing

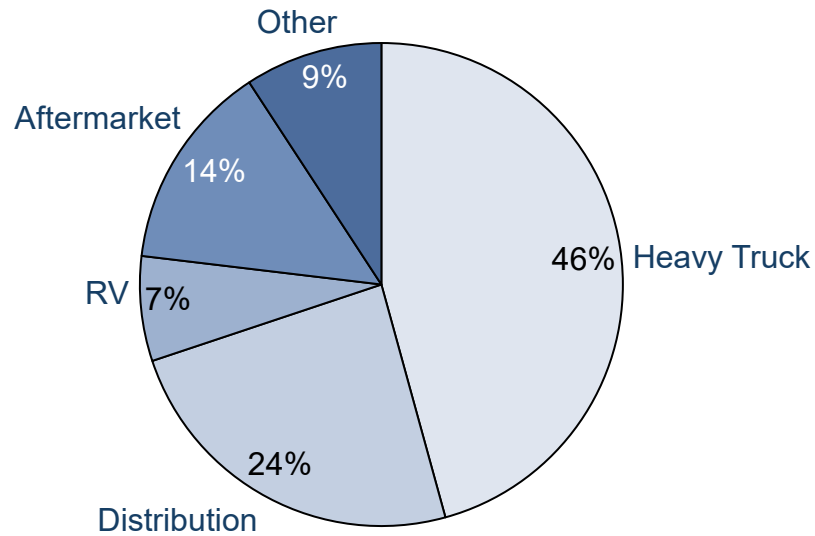
Key 2026 Initiatives

- Commercial-Focused Initiatives
- New Product Development
- Supply Chain Optimization



Eberhard designs and manufactures secure access solutions, with a focus on delivering reliable, innovative and high-quality solutions that meet its customers needs

Revenue by Market

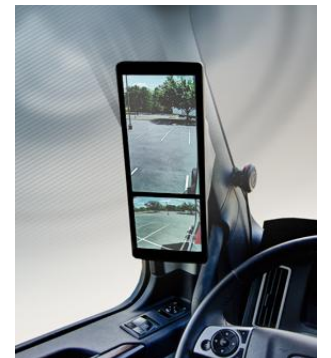


Enterprise Capabilities

- Scalable manufacturing system
- 5-time GM Supplier Excellence Award
- North America leader in mirror systems
- Expansive aftermarket fulfillment
- Vertically integrated operations driving cost and speed

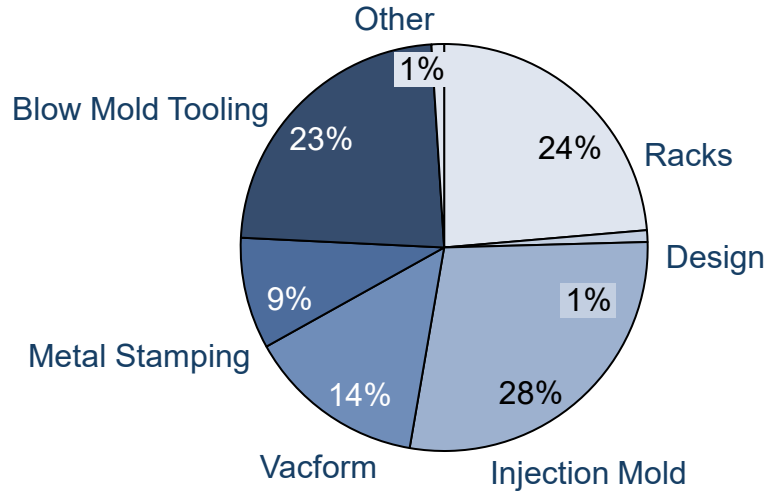
Key 2026 Initiatives

- Acquisitions to expand growth and product
- Implement ERP for scalable operation
- Launch Shopify E commerce for aftermarket
- Optimize cost via value engineering



Velvac is a leading global provider of innovative vehicle and vision solutions

Revenue by Market

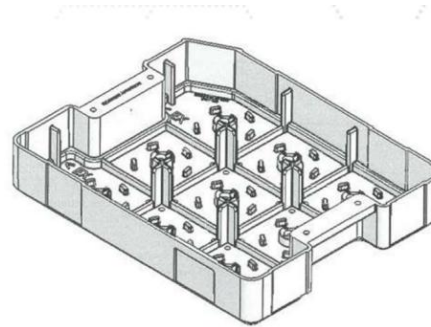


Manufacturing Capabilities

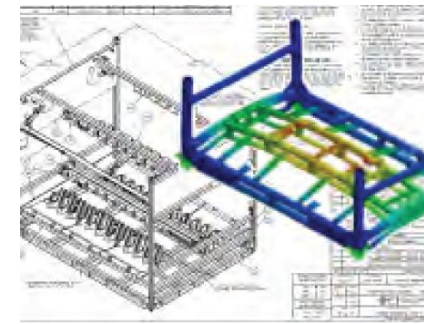
- Rack Fabrication and Design
- Cradle-to-grave Thermoforming
- Metal Fabrication
- Precision Machining
- Injection Molding Solutions

Key 2026 Initiatives

- Supply Chain / Purchasing Optimization
- Commercial Expansion
- Continuous Operational Improvements (robotics, automation, fixtures, etc.)



Battery Tray Design



Rack Design



Seat Pallets

Big 3 is focused on operational excellence and delivering custom solutions and products that improve customer efficiency

The Eastern Company Leadership Team

Change agent committed to accelerating operational and financial improvements and drive growth through M&A.



RYAN SCHROEDER

President &
Chief Executive Officer

20+ years of experience in manufacturing and leadership roles

Joined Eastern in 2024

Previously CEO of Plaskolite LLC (2020-2023) and President of IMI Norgren (2016-2020)

Experience in a variety of management roles at Parker Hannifin (2003-2016)

MBA, University of Minnesota and BA from Michigan State University

Strategic leader with a track record of transforming operations, expanding margins, scaling businesses and delivering commercial impact.

The Eastern Company Leadership Team

Strong, empowered leaders with years of success across multiple industries.



NICHOLAS VLAHOS
Vice President &
Chief Financial Officer

20+ years of finance and business experience

Previously VP of Finance, Treasurer and Secretary of Eastern (2022-2023)

Joined Eastern as Treasurer (2017)

Director of Finance, Accounting and Human Resources at Fisher Technology, Inc. (2013-2017)

MBA and BA from Central Connecticut State University



ZACHARY GORNY
President,
Eberhard Manufacturing

20+ years of experience in manufacturing

Joined Eberhard in December 2024

Previously Vice President and General Manager at IMI Plc

Focus on developing a commercial and product development organization that will capitalize on Eberhard's strong brand within the industry

MBA from DePaul University and a B.S. Supply Chain Management from Arizona State University

The Eastern Company Leadership Team

Strong, empowered leaders with years of success across multiple industries.



DAN MCGREW
President & CEO,
Velvac

30+ years of experience in manufacturing and leadership roles in US, Mexico and Canada

Joined Velvac in 2013 as Chief Operating Officer; promoted to CEO in 2023

Led a remarkable acceleration in production in 2024 that strengthened our position with our core customers and significantly improved results

BS in Business Management from the University of Pittsburgh and graduate studies at Duquesne University



EMILIO RUFFOLO
President,
Big 3 Precision Products

20+ years of experience in manufacturing

Recognizing internal talent, Emilio was promoted to President of Big 3 to help improve operational excellence

Previously Sr. Director of Global Operations at Eberhard

Experience in a variety of roles within finance and plant operations

MBA and BS in Business Management; University of Wisconsin-Parkside

The Eastern Company has a long-standing commitment to maintaining a strong balance sheet.

- Entered into a new \$100 million credit facility in October 2025 that enhanced the Company's liquidity while reducing its annual borrowing costs. This facility improves Eastern's ability to pursue growth opportunities – both organic and through acquisitions – while maintaining a prudent financial profile.
- Strong financial flexibility with over \$60 million in available liquidity.
- Reduced outstanding debt by \$8.7 million in 2025 and finished the year with a net leverage ratio of 1.59x.

The Eastern Company similarly has a long-standing commitment to returning capital to its shareholders.

- The Company repurchased 153,663 shares of common stock in 2025, constituting over 2.5% of its outstanding shares.
- Approaches share repurchases opportunistically, seeking to buy back shares when we believe the market price does not reflect the Company's intrinsic value.
- In addition, Eastern returned approximately \$2.7 million to shareholders through dividends in 2025, continuing our tradition of paying a quarterly cash dividend that dates back to 1941.
- Eastern has made 342 quarterly dividends over the past 85 years and stock repurchases of \$8 million over the past three years.

The Board of Directors of The Eastern Company is intensely focused on corporate governance and executive compensation policies and practices that align management and shareholder interests, supporting innovation and growth through disciplined capital allocation, and creating sustainable long-term value for shareholders.

- Independent Chairman of the Board
- Majority of the Board is independent (5 of 6 directors)
- Ongoing Board refreshment
 - Chan Galbato added in 2025
 - Retiring directors: Charles Henry and Michael Mardy
- Skills aligned with the Company's strategy as illustrated in the director skills matrix
- Annual say-on-pay vote
- Annual Board, committee and director evaluations
- Year-round engagement with shareholders
- Active risk management

The Eastern Company implemented meaningful enhancements to the Company's corporate governance, risk management and compliance framework in 2026 based on its belief that strong corporate governance practices, effective risk oversight and alignment of shareholder and management interests are fundamental to long-term value creation.

- Amended the Company's bylaws to lower thresholds for shareholders to call a special meeting and approve bylaw amendments
- Updated all Board committee charters
- Eliminated Executive Committee
- Updated Code of Business Conduct and Ethics and Code of Ethics for Financial Employees
- Updated Anonymous Hotline Policy
- Implemented a new Emergency CEO Succession Plan and a new Related Party Transactions Policy

Strategic Initiatives to Propel Eastern into the Future

1

**Commercial
Excellence**

2

**Value-Adding Mergers
& Acquisitions**

3

**Operating Efficiency
and Continuous
Improvement**

Empowering expert, focused leadership to build high-performing teams and drive long-term shareholder value

Strategic Initiatives

Commercial Excellence

- Increase market share within existing markets through targeted marketing and sales initiatives
- Drive innovation through the development of new products and services to meet evolving customer demands
- Optimize sales channels to maximize reach and revenue

Value-Adding Mergers & Acquisitions

- Leverage market expertise to strategically expand our product offerings geographically and into new customer segments
- Strengthen innovation and competitive advantages through strategic bolt-on acquisitions
- Focus on cultural and strategic alignment
- Seek to acquire companies that share our goals and values

Operating Efficiency and Continuous Improvement

- Standardize and streamline key operational processes to reduce inefficiencies and improve consistency
- Empower leaders across each company to encourage ongoing innovation, feedback and collaboration
- Align operations to deliver superior customer value and satisfaction, and multiple sourcing options to readily handle tariffs and price fluctuations

As we look ahead, our unwavering focus remains on operational excellence, adaptability and strategic growth. Our top priorities for the remainder of the year include:

Strategic Growth & Operational Focus:

Continuously refining our growth strategies, eliminating bureaucracy and optimizing cash flow to deliver superior operational results.

Big 3 Transformation: Executing on our major transformation initiatives to unlock new levels of performance and efficiency.

Cost Discipline: Aggressively driving cost reductions across every area of our business to protect margins and enhance value.

Aggressive Tariff Management: Proactively managing tariffs and market shifts in real time, ensuring we remain margin-neutral and ready to pivot as needed.

Nimble Supply Chains: Building flexible, resilient supply chains that offer customers multiple sourcing options addressing costs, domestic sourcing, lead times and tariffs.

Strong Leaders: Our seasoned entrepreneurial focused teams, battle-tested through COVID-19 and prior tariff cycles, are fully prepared to manage volatility and lead us to top-decile performance prioritizing safety, quality, on-time-delivery and cost controls.

We are more committed than ever to delivering industry-leading results and creating lasting value for our shareholders

THE EASTERN

COMPANY

3 Enterprise Drive, Suite 408
Shelton, CT 06484
(203) 729-2255
info@easterncompany.com