CONSOLIDATED REGIONAL PERFORMANCE METRICS — Q3 2025

Preliminary figures subject to revision • Internal use only • Ref: RPT-2025-Q3-CONS-v2.3-DRAFT

Table 1a: Volume by Category × Period (000s units)

Restated to exclude discontinued operations[1]

Product Category	2024						2025						YoY Δ%
	Q1		Q2		Q3		Q1		Q2		Q3		
	Act.	Bdgt	Act.	Bdgt	Act.	Bdgt	Act.	Bdgt	Act.	Bdgt	Act.	Bdgt	
NORTH REGION													
Alpha-class (standard)	1,234	1,200	1,456	1,400	1,678	1,600	1,345	1,300	1,567	1,500	1,789[2]	1,700	+6.6
Beta-class	987	1,000	876	900	765	800	654	700	543	600	432	500	(43.5)
Gamma-class (premium tier)	—	—	—	—	125	100	234	200	345	300	456	400	n/m[3]
North subtotal	*2,221*	*2,200*	*2,332*	*2,300*	*2,568*	*2,500*	*2,233*	*2,200*	*2,455*	*2,400*	*2,677*	*2,600*	*+4.2*
SOUTH REGION													
Alpha-class	2,345	2,300	2,567	2,500	2,789	2,700	2,456	2,400	2,678	2,600	2,890	2,800	+3.6
Beta-class	1,111	1,100	1,222	1,200	1,333	1,300	1,444	1,400	1,555	1,500	1,666	1,600	+25.0
South subtotal	*3,456*	*3,400*	*3,789*	*3,700*	*4,122*	*4,000*	*3,900*	*3,800*	*4,233*	*4,100*	*4,556*	*4,400*	*+10.5*
GRAND TOTAL	**5,677**	**5,600**	**6,121**	**6,000**	**6,690**	**6,500**	**6,133**	**6,000**	**6,688**	**6,500**	**7,233**	**7,000**	**+8.1**

[1] Excludes XYZ division sold Apr 2024

[2] Includes 89 units reclassified from Beta

[3] n/m = not meaningful (no prior year comparable)

Table 1b: Key Performance Indicators

Metric	North	South	East[*]	West	Corp.	Consol.
Revenue (USD mm)	$234.5	$456.7	$123.4	$345.6	$(12.3)	**$1,147.9**
EBITDA margin	23.4%	18.7%	31.2%	25.6%	—	**24.1%**
Headcount (FTE avg)	1,234	2,345	567	1,789	123	**6,058**
Rev/FTE	190.0	194.8	217.6	193.2	n/a	**189.5**
Capex (% of rev)	8.2%	6.7%	12.3%	9.1%	2.1%	**7.8%**
NPS score	+42	+38	+51	+44	—	**+43**
Inventory days (avg)	45	52	38	41	—	**44**

[*] East region operates on fiscal year ending Mar 31

Table 1c: Channel × Segment Mix (%)

	Direct			Indirect			Online	
	Ent.	SMB	Gov.	VAR	Dist.	OEM	B2B	B2C
Premium	34	12	8	18	7	3	11	7
Standard	22	28	15	12	9	2	8	4
Value	8	31	22	6	14	1	5	13
Total	*64*	*71*	*45*	*36*	*30*	*6*	*24*	*24*

Note: Rows sum to 100%. Columns show segment penetration.

Table 2: Variance Analysis — Q3 Actuals vs Budget

Cost Center	Resp. Mgr	Operating Expenses (USD 000s)				Variance		Status
		Labor	Matl.	O/H	Total	$	%	
MANUFACTURING								
CC-101	J. Smith (acting)	1,234	2,567	345	4,146	(234)	(5.3%)	⚠
CC-102	M. Jones	987	1,876	234	3,097	+156	+5.3%	✓
CC-103	R. Chen / A. Patel	1,567	3,245	456	5,268	(12)	(0.2%)	—
Mfg subtotal		*3,788*	*7,688*	*1,035*	*12,511*	*(90)*	*(0.7%)*	
LOGISTICS								
CC-201	T. Wong	456	123	789	1,368	+89	+7.0%	✓
CC-202	VACANT (see note 4)	234	67	456	757	(567)	(42.8%)	⊖
Log. subtotal		*690*	*190*	*1,245*	*2,125*	*(478)*	*(18.4%)*	
TOTAL		**4,478**	**7,878**	**2,280**	**14,636**	**(568)**	**(3.7%)**	

Table 3: Project Milestone Schedule (wk of)

Work-stream	Jan 6	Jan 13	Jan 20	Jan 27	Feb 3	Feb 10	Feb 17	Feb 24	Owner	Risk
Platform migration	Design		Build			Test			IT-Core	🟡
Data ETL	—	Spec		Dev + UAT			—		Data Eng.	🔴
User training	—	—	—	—	—	Prep		Go	L&D	🟢
Comms	●	—	●	—	●	—	●	●●	PMO	🟢

● = stakeholder update; ●● = exec steering committee

Table 4: Resource Allocation Matrix

	Phase 1		Phase 2		Contngcy
	Int.	Ext.	Int.	Ext.	
FTE	12.5	4.0	8.0	2.0	+2.0
Fully-loaded cost ($K/mo)	187.5	120.0	120.0	60.0	+30.0
Duration (wks)	8		6		TBD
Total ($K)	**615.0**		**270.0**		**+45.0**

Notes:
1. All figures unaudited and subject to change. 2. Certain items reclassified for comparability. 3. Negative variances shown in parentheses per GAAP convention. 4. CC-202 position vacant since Oct 15; interim coverage by CC-201 manager.
Abbreviations: Act.=Actual, Bdgt=Budget, Ent.=Enterprise, SMB=Small/Medium Business, Gov.=Government, VAR=Value-Added Reseller, Dist.=Distributor, O/H=Overhead, Matl.=Materials, FTE=Full-Time Equivalent, Int.=Internal, Ext.=External, Contngcy=Contingency, L&D=Learning &

Development, PMO=Project Management Office, UAT=User Acceptance Testing.