











Investor Presentation | March 4, 2020

Protect Your People TM

NASDAQ: LAKE

Charles D. Roberson, Chief Executive Officer Allen E. Dillard, Chief Financial Officer











Safe Harbor Statement

With the exception of historical information, the statements set forth in this presentation include forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995 that involve risk and uncertainties. The company wishes to caution that a number of important factors could cause actual results to differ materially from those forward-looking statements. These and other factors could cause actual results to differ materially from those in any forward-looking statements which are discussed in this presentation. Please see Lakeland Industries' SEC filings on Forms 10-K and 10-Q for important information about the Company and related risks. The Company disclaims any obligation to update its forward-looking statements.

Non-GAAP Financial Measures

To supplement its consolidated financial statements, which are prepared and presented in accordance with Generally Accepted Accounting Principles (GAAP), the Company uses the following non-GAAP financial measures: EBITDA, Adjusted EBITDA and Free Cash Flow. The presentation of this financial information is not intended to be considered in isolation or as a substitute for, or superior to, the financial information prepared and presented in accordance with GAAP. The Company uses these non-GAAP financial measures for financial and operational decision making and as a means to evaluate period-to-period comparisons. The Company believes that they provide useful information about operating results, enhance the overall understanding of past financial performance and future prospects, and allow for greater transparency with respect to key metrics used by management in its financial and operational decision making. The non-GAAP financial measures used by the Company in this presentation may be different from the methods used by other companies. For more information on the non-GAAP financial measures, please see the Reconciliation tables in this presentation.



Key Statistics

Q3FY20 Results

- Net sales of \$27.5M, up 14% from \$24.0M in Q3FY19
- Gross profit of \$9.3M, up from \$8.3M in Q3FY19
- Gross margin of 33.8%, compared to 34.6% in Q3FY19
- Opex of \$7.5M, compared \$7.3M in Q3FY19
- Operating profit of \$1.8M, up 80% from \$1.0M in Q3FY19
- Net income of \$1.2M, up 131% from \$0.5M in Q3FY19
- Net income incl. non-cash income tax expense of \$0.3M for GILTI tax
- EBITDA* of \$1.9M, up from \$1.4M in Q3FY19
- Cash of \$9.5M at 10/31/19, up 4% from \$9.1M at end of 7/31/19
- Total debt of \$1.2M at 10/31/19, down 24% from \$1.6M at 7/31/19

Market Stats

Share Price (as of 2/28/2020)	\$21.11
52-Week High / Low	\$28.00 / \$9.70
Average Daily Volume (3M)	510,000
Diluted Shares Outstanding ¹	8.0 million
Market Capitalization ¹	\$168.9 million
Debt (as of 10/31/2019)	\$1.2 million
Cash (as of 10/31/2019)	\$9.5 million
Enterprise Value	\$160.6 million

LTM Revenue ³	\$104.7 million
LTM EBITDA ³	\$3.9 million
LTM Net Income ³	\$0.2 million
LTM EPS ³	\$0.01
EV/LTM Revenue	1.5x

Financials & Valuation

EV/LTM EBITDA 3 41.2x P/E (LTM) 3 NM

P/E (LTM)³ NN

NOL Carryforward³ Approx. \$18.0 million

Book Value³ \$84.2 million

One Year Stock Performance



Source: Etrade

¹ Treasury stock method

² Source: Bloomberg/Yahoo

³ As of 10/31/2019

^{*} EBITDA is a non-GAAP figure with reconciliation provided herein.

LAKE Product Examples



LAKE Cleanroom Suit



LAKE Disposable Suit



LAKE Homeland Security Suit



LAKE Chemical Protection Suit



Leading Protective Clothing Manufacturer

Product Offering:					**
	Disposables	Chemical Suits	Wovens	Fire/Reflectives	Gloves
% of Sales ¹	54%	18%	12%	13%	3%
Sales by Geography:	Domestic:International:	50% of FY19 net 50% of FY19 net			
Industries Served:	• Healthcare, foo	s: auto, steel, construction de chain & high tech	_	utilities gencies including DoD,	CDC & DEA
Employees:		onal employees (approx mployees (approx.)	.)		
Founded:	• 1982				

Innovative Proprietary Products

LAKE utilizes proprietary textiles and designs targeted to market needs and demands

New Product Focus:	 Proprietary high margin products for stable and recurring end markets (e.g. utilities, pharmaceuticals)
Patents:	 20 patents & 1 patent in application¹ 56 trademarks and 6 trademarks in application¹
Supply Chain:	 LAKE maintains strong control of its supply chain including multi-sourcing raw materials and having cut/sew operations performed by employees instead of contractors
Certifications:	 Products are certified under relevant standards and certificates domestically and abroad Customers recognize certification as sign of quality
Manufacturing:	 All established LAKE manufacturing facilities are ISO 9001 or ISO 9002 certified New facilities in Vietnam and India Manufacturing resilience based on footprint & supply
Testing:	 Quality control lab in China and the USA Chinese facility able to perform medical and industrial sterilizations Installed test lab in Alabama facility



Optimized Global Presence



- **★** Manufacturing Sites
- Sales Presence



Decatur, AL Facility



Anqui (Weifang), China Facility

Manufacturing Sites

Decatur, AL

Jerez, Mexico

Anqui (Weifang), China

Buenos Aires, Argentina

New Delhi, India

Nahm Dinh, Vietnam

Sales Presence

Beijing, China

Chongqing, China

Decatur, AL

Europe (France, Germany, Netherlands, Poland, Spain, U.K.)

Jerez, Mexico

Melbourne, Australia

Moscow, Russia

New Delhi, India

Ronkonkoma, NY (HQ)

Shanghai, China

South America (Argentina, Chile, Colombia, Ecuador, Peru)

Southeast Asia (Malaysia, Thailand, Vietnam)

Toronto, Canada

Ust-Kamenogorsk, Kazakhstan

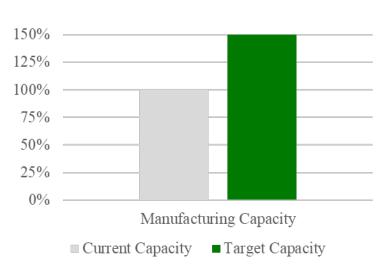


Increasing Manufacturing Capacity

- ✓ Deploying capital investment in new manufacturing facilities to build growth capacity
- ✓ India and Vietnam locations are now online and close to targeted growth markets

✓ Low cost structures in new locations are accretive to gross

margins















Strong Business Model

Business Area	Key Characteristic	
Products	Proprietary / value-added / higher margin	
COGS / Raw Materials	Multi-sourced, lower priced fabrics than DuPont	
Gross Margin ¹	34.2% and expanding	
Sales Channels	Distributors and Key End Users	
Customer Breadth	Diversified	
Number of Products	>800	
Sales Presence	21 countries	
Geographic Reach	Global	
Manufacturing Locations	U.S., China, Mexico, LATAM, India, Vietnam	

¹ As of 1/31/19 for TTM.



Blue Chip Customers

Distributors











End Users



















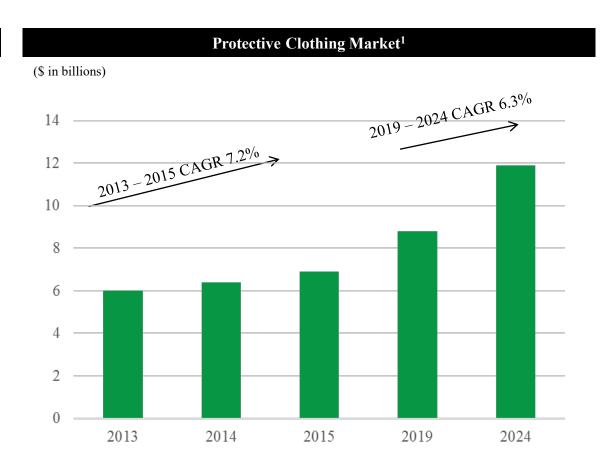


Favorable Industry Dynamics

Lakeland operates in a large and growing industry...

Industry Tailwinds

- ✓ Global Economic Growth
- ✓ Global Oil Prices in Check
- ✓ Strong Increase in Manufacturing
- ✓ Robust Demand from Developing Industries
- ✓ Increased Global Focus on Safety







Strong Presence in Large & Fragmented U.S. Market

U.S. PPE Products & Service Composition (2019)



Lakeland's US Sales are in excess of 50% of Total Sales in FY2020



Positioned for Further International Growth

Leveraging its worldwide operating capabilities, LAKE plans deeper penetration into existing markets and selective expansion into new geographies...

- Led by multinational corporations, developing countries are increasingly adopting OSHA-like standards
- LAKE is able to offer its U.S. product range in international markets for little incremental costs
- The Company recently entered South Korea, Indonesia, Malaysia and Vietnam and is hiring aggressively in these new markets



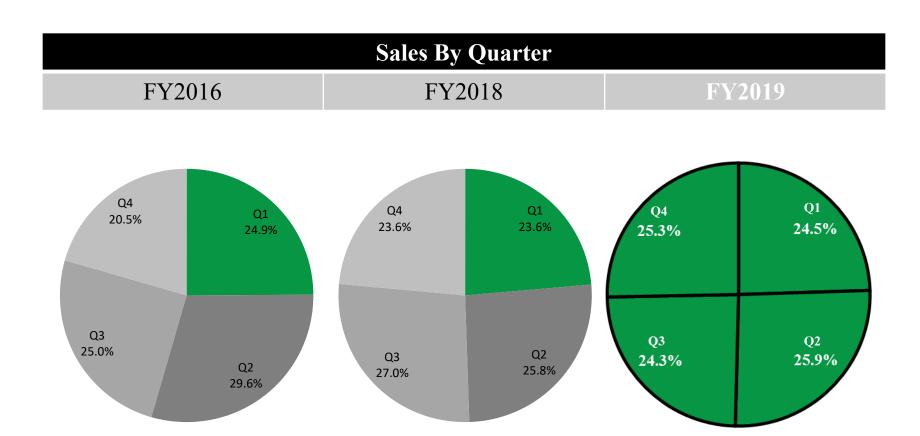
Sales Presence by Geography		
Region	Sales People ²	
U.S.	28	
Asia Pacific	27	
Latin America	10	
EEC	7	
Mexico	11	
Canada	5	
Russia / Kazakhstan	4	
India	8	

² As of 9/18/19, including Sales and Sales Support



¹ Source: Markets and Markets: *Protective Clothing Market – Global Forecast to 2020.*

Low Seasonality in Business



Based on external sales from continuing operations, excluding intersegment sales. Company fiscal year ends January 31.



Uniquely Positioned to Respond to Global Crises

Crisis	Ebola	Bird Flu	CoVID-19 (Coronavirus)
LAKE Revenue Impact	\$4.6 million (FY16)	\$4.1 million (FY16)	TBD (FY20/21)
LAKE Role	Supplied suits to the United Kingdom Government	Supplied protective clothing to DiVal Safety Equipment	Supplier to hospitals and industrial customers in China
Situation Timeline	 August 8, 2014: Ebola declared an "international health emergency"; death toll reaches 1,000 September 11, 2014: LAKE announced increase in manufacturing capacity to meet demand for safety products 	 April 11, 2015: Avian Flu confirmed in a commercial chicken operation in WI April 20 – May 1, 2015: WI, MN, IA declared state of emergency May 5, 2015: US authorities approved \$330 million in emergency funds to fight spread 	 First shipments in last 2 weeks of FY20 Q4. (U.S. and China) Supplied PPE (garments for U.S. companies in China to open operations) Feb. 14, 2020 all Asian facilities put on 12 hour shifts to maximize capacity.
LAKE Product Use			

LAKE Bird Flu Protection Suit

LAKE Ebola Protection Suit



LAKE GB medical certified suit

Growth and Performance Improvement Initiatives

- Investments in digital transformation
 - ERP implementation
 - Launch of new websites for nine global locations
 - Amazon platform in multiple countries
 - Online marketing strategies
- Investments in manufacturing
 - Vietnam (now largest facility for the Company)
 - India (planning major expansion in future for current pilot plant)
 - Short run pilot plant for high margin products
- Investments in product development
 - Higher margin segments:
 - Cleanroom suits for Big Pharma
 - Electric arc protective apparel for Utilities
- 2Q20 results began reflecting above measures



LAKE Shares Trade at Discount on Improved Financials

Attractive Valuation:

LAKE Trades at 9.5x EV/EBITDA Based on 3Q20 Annualized Results

Improving/Superior Performance:

Revenue Growth 14.6% (over prior year period) Operating Margin 6.5% (vs. 4.2% in 3Q19) EBITDA Margin 6.9% (vs. 5.8% in 3Q19)

EV / EBITDA





2013 2014 2015 2016 2017 2018 LTM





Median LTM Peer Group Financial Statistics







2013 2014 2015 2016 2017 2018 LTM



Significant M&A Activity



















June 2017

EV / Revenue: 2.0x: EV / EBITDA: 9.0x















EV / Revenue: 1.4x; EV / EBITDA: 10.5x













































Oct. 2015 EV / Revenue: 3.4x; EV / EBITDA: 19.5x













EV / Revenue: 5.8x; EV / EBITDA: 14.0x





















EV / Revenue: 2.2x: EV / EBITDA: 9.0x













EV / Revenue: 2.1x; EV / EBITDA: 9.7x



Seasoned Management Team

Management Bios	S .	Years at LAKE
	Christopher J. Ryan – Executive Chairman Upon his appointment as Executive Chairman in February 2020, Christopher J. Ryan served as our Chief Executive Officer and President since November 2003, Secretary since April 1991, and a director since May 1986. Mr. Ryan was our Executive Vice President - Finance from May 1986 until becoming our President in November 2003. Mr. Ryan also worked as a Corporate Finance Partner at Furman Selz Mager Dietz & Birney, Senior Vice President-Corporate Finance at Laidlaw Adams & Peck, Inc., Managing-Corporate Finance Director of Brean Murray Foster Securities, Inc. and Senior Vice President-Corporate Finance of Rodman & Renshaw, respectively, from 1983 to 1991. Mr. Ryan has served as a Director of Lessing, Inc., a privately held restaurant chain based in New York, from 1995 to 2008. Mr. Ryan received his BA from Stanford University, his MBA from Columbia Business School and his J.D. from Vanderbilt Law School.	33 years ¹
	Charles D. Roberson – President & CEO Upon his appointment as President and CEO as well as to the Company's Board of Directors in February 2020, Charles D. Roberson served as our Chief Operating Office since 2019. He served as our Senior Vice President International Sales since March 2009. Mr. Roberson joined our Company in 2004 as Technical Marketing Manager and later served as International Sales Manager. Prior to joining our Company, Mr. Roberson was employed by Precision Fabrics Group, Inc. as a Market Manager from 1995 to 2001 and as a Nonwovens Manufacturing Manager from 1991 to 1995. He began his career as a manufacturing manager for Burlington Industries, Inc. in its Menswear Division from 1985 to 1991.	15 years
	Allen E. Dillard – Chief Financial Officer Appointed CFO of Lakeland in July 2019, Allen E. Dillard's career spans three decades of senior-executive financial, operational and organizational leadership experience. For the preceding 16 years he served as CEO, CFO and COO of 2 middle market B-to-B companies, while also serving as a Board of Director for one of the companies. Earlier, he served as Treasurer and Director of Corporate Communications at Wolverine Tube, Inc. (NYSE: WLV). Previously he served as Corporate Vice President, Treasurer and Chief Financial Officer of Nichols Research Corporation, a NASDAQ-listed company which was successfully sold to a larger competitor. Mr. Dillard began his career as a public accountant with Ernst & Young where he worked for nearly a decade. He is a certified public accountant and a graduate of the University of Alabama at Birmingham.	1 year
	Daniel L. Edwards – Senior Vice President Sales for North America Daniel L. Edwards has been our Senior Vice President Sales for North America since March 2017 after most recently serving as our Vice President of USA Sales since March 2013. Mr. Edwards has been employed by us in various capacities since joining Lakeland in 2005, including as our National Accounts Manager and Eastern Regional Sales Manager. Prior to joining our Company, Mr. Edwards was a Senior Market Manager at Precision Fabrics Group, Inc., where he began his career in 1990 and held various roles at that company in manufacturing, technical and quality management.	14 years



Investment Highlights





- Flexible Worldwide Operating Capabilities
 Highly Leveragable Cost Structure including Global Manufacturing Sites
- Leader in Product Quality and Garment Innovation
 Certifications and Patents Demonstrate Product Quality
- Blue Chip Customer Base
 Large Customers with No Significant Customer Concentration
- Diversified Product Offerings
 Product Suite Covers Protective Apparel Industry
- **Favorable Market and Industry Dynamics** *Global Industry Poised for Further Growth*
- Strong Management Team and High Insider Ownership
 Deep Industry Knowledge and Experience





Protect Your PeopleTM

Financial Review

Income Statement – Fiscal Year

(\$ in thousands)

	January 31,		
	<u>2019</u>	<u>2018</u>	
Net sales	\$99,011	\$95,987	
Cost of goods sold	<u>65,105</u>	<u>59,784</u>	
Gross profit	33,906	36,203	
Operating expenses	30,341	<u>27,726</u>	
Operating profit	3,565	8,477	
Other income net	41	29	
Interest expense	(125)	(163)	
Income before taxes	3,481	8,343	
Income tax expense	<u>2,022</u>	<u>7,903</u>	
Net income	<u>\$1,459</u>	<u>\$440</u>	
Net income per common share:			
Basic	<u>\$0.18</u>	<u>\$0.06</u>	
Diluted	<u>\$0.18</u>	<u>\$0.06</u>	
Weighted average common shares outstanding:			
Basic	8,111,458	7,638,264	
Diluted	8,170,401	7,691,553	



EBITDA Reconciliation – Fiscal Year

	Year Ended January 31, <u>2019</u>	Year Ended January 31, <u>2018</u>
Net Income to EBITDA		
Net Income	\$1,459	\$440
Interest	125	163
Taxes	2,022	7,903
Depreciation and amortization	965	775
Less Other income	<u>(41)</u>	<u>(29)</u>
EBITDA	\$4,530	\$9,252
EBITDA to Adjusted EBITDA		
(excluding non-cash expenses)		
Equity compensation	744	424
Adjusted EBITDA	\$5,274	\$9,676
(excluding non-cash expenses)		
Adjusted EBITDA to Adjusted Free Cash Flow		
(excluding non-cash expenses)		
Adjusted EBITDA	5,274	9,676
(excluding non-cash expenses)		
Cash paid for taxes (foreign)	1,667	1,260
Capital expenditures	3,103	905
Adjusted Free Cash Flow	\$504	\$7,511
(excluding non-cash expenses)		



Balance Sheet – Fiscal Year

(\$ in thousands)

ASSETS

	Januar	y 31,
	<u>2019</u>	<u>2018</u>
Current assets		
Cash and cash equivalents	\$12,831	\$15,788
Accounts receivable, net of allowance for doubtful accounts of \$434 and \$480 at January 31,		
2019 and 2018, respectively	16,477	14,119
	10.065	42.010
Inventories	42,365	42,919
Prepaid VAT and other taxes	1,478	2,119
Other current assets	<u>2,319</u>	1,555
Total current assets	75,470	76,500
Property and equipment, net	10,781	8,789
Assets held for sale	7.267	150
Deferred tax assets	7,267	7,557
Prepaid VAT and other taxes	176	310
Other assets Goodwill	158	354
	871	871
Total assets	<u>\$94,723</u>	<u>\$94,531</u>
LIABILITIES AND STOCKHOLDERS' EQUITY		
Current liabilities	06.214	06.055
Accounts payable	\$6,214	\$6,855
Accrued compensation and benefits	1,137	1,771
Other accrued expenses	2,825	1,384
Current maturity of long-term debt	158	158
Short-term borrowings	10 224	211
Total current liabilities	10,334	10,379
Long-term portion of debt	<u>1,161</u>	1,312
Total liabilities	11,495	<u>11,691</u>
Commitments and contingencies		
Stockholders' equity		
Preferred stock, \$0.01 par; authorized 1,500,000 shares (none issued)		
Common stock, \$0.01 par; authorized 10,000,000 shares,		
Issued 8,475,929 and 8,472,640; outstanding 8,013,840 and 8,116,199 at January 31, 2019		
and 2018, respectively	85	85
Treasury stock, at cost; 462,089 and 356,441 shares at January 31, 2019 and 2018, respectively	(4,517)	(3,352)
Additional paid-in capital	75,612	74,917
Retained earnings	14,300	12,841
Accumulated other comprehensive loss	(2,252)	(1,651)
Total stockholders' equity	83,228	82,840
Total liabilities and stockholders' equity	\$94,723	\$94,531
	97.,125	97.,551



Income Statement – 3Q20

(\$ in thousands)

		Three Months Ended October 31,		Nine Months Ended October 31,	
	<u>2019</u>	<u>2018</u>	<u>2019</u>	<u>2018</u>	
Net sales	\$27,464	\$24,009	\$79,620	\$73,970	
Cost of goods sold	<u>18,166</u>	<u>15,691</u>	<u>52,349</u>	<u>46,995</u>	
Gross profit	9,298	8,318	27,271	26,975	
Operating expenses	<u>7,451</u>	<u>7,305</u>	<u>23,101</u>	<u>21,898</u>	
Operating profit	1,847	1,013	4,170	5,077	
Other income (expense), net	(9)	7	(33)	36	
Interest expense	(26)	(25)	<u>(98)</u>	(93)	
Income before taxes	1,812	995	4,039	5,020	
Income tax expense	<u>653</u>	<u>494</u>	<u>1,950</u>	<u>1,634</u>	
Net income	<u>\$1,159</u>	<u>\$501</u>	<u>\$2,089</u>	<u>\$3,386</u>	
Net income per common share:					
Basic	<u>\$0.14</u>	\$0.06	<u>\$0.26</u>	\$0.42	
Diluted	<u>\$0.14</u>	<u>\$0.06</u>	<u>\$0.26</u>	<u>\$0.41</u>	
Weighted average common shares outstanding:					
Basic	8,004,640	8,119,488	8,004,640	8,117,307	
Diluted	8,004,640	8,186,130	8,004,640	8,174,560	



EBITDA Reconciliation – 3Q20

	Three Months Ended October 31,		Nine Months Ended October 31,	
	2019	2018	2019	2018
Net Income to EBITDA				
Net Income	\$1,146	\$501	\$2,076	\$3,386
Interest	26	25	98	93
Taxes	653	494	1,950	1,634
Depreciation and amortization	430	214	1,267	642
Equity compensation	(332)	189	(583)	491
EBITDA EBITDA to Free Cash Flow	1,932	1,416	4,841	6,210
EBITDA	1,932	1,416	4,841	6,210
Cash paid for taxes	271	520	1,202	1,326
Capital expenditures	104	1,007	689	2,227
Free Cash Flow	\$1,557	\$ (111)	\$2,950	\$2,657



Balance Sheet – 3Q20

(\$ in thousands)

ASSETS	October 31, 2019	January 31, 2019
Current assets		=
Cash and cash equivalents	\$9,473	\$12,831
Accounts receivable, net of allowance for doubtful accounts of \$602 and \$434 at October 31, 2019 and		
January 31, 2019, respectively	17,413	16,477
Inventories	47,797	42,365
Prepaid VAT and other taxes	1,316	1,478
Other current assets	2,622	2,319
Total current assets	78,621	75,470
Property and equipment, net	10,233	10,781
Operating leases right-of-use assets	2,482	
Deferred tax assets	6,600	7,267
Prepaid VAT and other taxes	176	176
Other assets	121	158
Goodwill	<u>871</u>	<u>871</u>
Total assets LIABILITIES AND STOCKHOLDERS' EQUITY	<u>\$99,104</u>	<u>\$94,723</u>
Current liabilities		
Accounts payable	\$6,246	\$6,214
Accrued compensation and benefits	1,699	1,137
Other accrued expenses	3,252	2,825
Current maturity of long-term debt	1,194	158
Current portion of operating lease liabilities	254	
Borrowings under revolving credit facility		
Total current liabilities	12,645	10,334
Long-term portion of debt		1,161
Long-term portion of operating lease liabilities	2,243	
Total noncurrent liabilities	2,243	<u>1,161</u>
Total liabilities	14,888	11,495
Commitments and contingencies		
Stockholders' equity		
Preferred stock, \$0.01 par; authorized 1,500,000 shares (none issued)		
Common stock, \$0.01 par; authorized 20,000,000 shares issued 8,478,118 and 8,475,929; outstanding 8,006,829 and 8,013,840 shares at October 31, 2019 and January 31, 2019, respectively	85	85
Treasury stock, at cost; 471,289 and 462,089 shares at October 31, 2019 and January 31, 2019,		
respectively	(4,614)	(4,517)
Additional paid-in capital	75,010	75,612
Retained earnings	16,389	14,300
Accumulated other comprehensive loss	(2,654)	(2,252)
Total stockholders' equity	<u>84,216</u>	83,228
Total liabilities and stockholders' equity	\$99,104	\$94,723

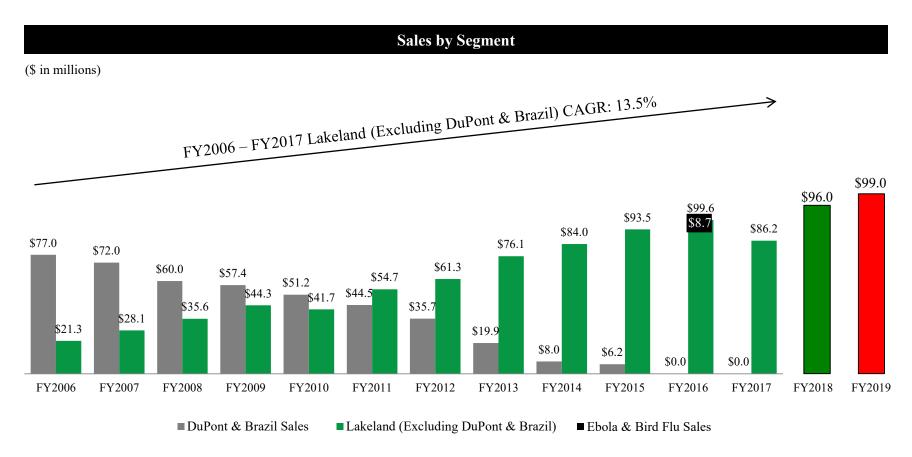




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Appendix

Strong Growth Masked By Wind-Down of DuPont & Brazil



LAKE grew larger despite winding down \$77 million DuPont and \$17 million Brazil businesses



Real Estate

Location	Sq. Ft.	Leased / Owned	Primary Function	
Canada (Brantford)	22,092	Owned	Sales / Warehouse	
China (Weifang)	122,665	Owned	Administration / Manufacturing / Warehouse / Sales	
	16,145	Leased	Warehouse	
Decatur, AL	147,228	Owned	Administration / Manufacturing / Sales	
	21,000	Leased	Warehouse	
Mexico (Zacatecas)	74,000	Owned	Administration / Manufacturing / Warehouse / Sales	
Argentina (Buenos Aires)	3,770	Leased	Administration / Manufacturing / Warehouse / Sales	
Chile (Santiago)	3,996	Leased	Administration / Warehouse / Sales	
China (Beijing)	3,047	Leased	Sales / Warehouse	
China (Shanghai)	11,746	Leased	Administration / Sales / Warehouse	
India (Noida)	32,005	Leased	Manufacturing / Warehouse / Sales	
Kazakhstan (Ust-Kamenogorsk)	89	Leased	Warehouse / Sales	
Ronkonkoma, NY	2,500	Leased	Headquarters – Administration / Sales	
Russia (Moscow)	875	Leased	Warehouse / Sales	
U.K. (Newport, East Yorkshire)	9,833	Leased	Warehouse / Sales	
Vietnam (Nahm Dinh)	140,000	Leased	Manufacturing / Warehouse	

