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W.S. DARLEY & CO. COMPANY
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General Joe Votel (Ret.) & Jim Johnson Join Darley's Board of Directors

Darley is pleased to announce the appointment of General Joseph L. Votel, U.S. Army (Retired) and Jim Johnson to our Board of Directors.

General Votel brings more than 39 years of military leadership experience, including service as Commander of the United States Central Command (CENTCOM), Commander of United States Special Operations Command (SOCOM), Commander of Joint Special Operations Command (JSOC), and Commander of the 75th Ranger Regiment.

His appointment reflects Darley's commitment to strong governance, strategic growth, and serving military, government, and first responder customers worldwide. "General Votel's leadership, integrity, and strategic perspective make him an exceptional addition to our Board," said Paul C. Darley, Chairman and CEO. "His deep understanding of global security, special operations, and mission-critical partnerships will provide tremendous value as we continue to grow and execute our long-term strategy."

Jim Johnson served as President of Pierce Manufacturing from 2010 to 2023. He also served as Executive Vice President of Oshkosh Corporation and President of Oshkosh's Fire & Emergency business segment. "We are honored to welcome Jim Johnson to Darley's Board of Directors," said Paul C. Darley, Chairman and CEO of Darley. "I have worked with Jim for nearly 20 years and have long respected his leadership, integrity, and strategic perspective. He is a visionary leader with a strong focus on people and innovation. His operational experience, legal background, executive presence, and deep understanding of sound corporate governance make him an outstanding addition to our Board as we continue to build for the future."

As Darley continues to invest in innovation, manufacturing, government contracting, and global growth, the addition of Jim Johnson and General Votel to the Board strengthens Darley's focus on customer success, operational excellence, and guiding the company's next phase of expansion. 🚀



General (Ret.)
Joe Votel



Jim Johnson

Celebrating James Long's Incredible Career



Flashback of James Long and
Steve Darley working a trade show.

At Darley, we often talk about the importance of people. Strategies evolve, markets change, and technologies advance, but it is dedicated individuals who build a company's culture, strengthen its capabilities, and help shape its future. This year, we recognize and celebrate the retirement of James Long after 36 years.

James has helped guide Darley through periods of significant growth, transformation, and opportunity. His career spanned decades of service, leadership, mentorship, and unwavering commitment to our mission of serving those who serve others.

As President of the Defense Division and a member of Darley's executive leadership team, James has played a pivotal role in helping build Darley into the organization it is today. Throughout his tenure, James brought a unique combination of operational discipline, strategic thinking, data-driven decision making, and genuine care for people. His leadership helped strengthen our defense business, improve operational processes, foster greater collaboration across divisions, and prepare the next generation of leaders. James consistently championed the "One Team Darley" mindset, emphasizing continuity planning, employee development, corporate synergies, and scalable business processes.

James announced he will retire on October 2, 2026 after helping complete key organizational transitions. In that announcement, he expressed confidence in the future leadership of the Defense Division and his commitment to ensuring a smooth handoff for the team he helped build.

Those who have worked with James know him not only for his leadership abilities, but also for his calm, steady approach to challenges, his willingness to mentor others, and his deep respect for every Darley team member. His contributions have left a lasting mark on our culture and our business. Steve Fitzgerald has assumed the role of President of the Defense Division. Congratulations, Fitz! 🚀



James Long



Powered by Purpose

At Darley, our purpose remains clear: serving those who serve others by supporting warfighters and firefighters with mission-critical solutions when it matters most. This also means supporting our vendor partners and distribution customers like fire apparatus manufacturers and their dealers.

We build trust with these partners by doing what we say we will do and never deviating from our core values, which include Integrity, Relationships Based on Respect, and Relentless Customer Focus. We like to call these core values our Darley Advantage.

In our 2026 defense customer survey, we received a Net Promoter Score (NPS) of 86. A score of 80 or higher is uncommon and considered worldclass. Thank you for your vote of confidence.

We are proud to be named by The Wall Street Journal and Deloitte as a U.S. Best Managed Company for the second consecutive year, a recognition that reflects the strength of our people, our culture, and our commitment to disciplined growth and operational excellence. We have a careful balance of family and non-family leadership.

To remain on this course, we continue to add exceptional leaders to our Board of Directors, as well as our Defense Advisory Board and Fire Advisory Board. The addition of Jim Johnson and General Joe Votel (Ret.) to our corporate board is a milestone in our company's 118-year history as a family business.

This year also marks an important moment to recognize the contributions of outstanding leaders who are retiring. We thank James Long for his 36 years of dedication and service. The contributions James has made are immeasurable.

While we celebrate these achievements and milestones, our focus remains on the future: continuing to invest in innovation, supporting our customers, and delivering solutions that enhance readiness, reliability, and performance.

As a multi-generational family business, we remain committed to building a company that endures: grounded in service, driven by purpose, and powered by our people.

You serve others. We serve you.™

Paul C. Darley
Chairman & Chief Executive Officer
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The Darley Family Constitution: Preserving Our Legacy, Guiding Our Future

At Darley, our Family Constitution is far more than a document: it's a statement of who we are, what we believe, and how we aspire to lead both our family and our business for generations to come.

As a family-owned company serving the fire, rescue, and defense markets, we recognize that our long-term success depends on both a strong business and a strong family. Our Constitution helps us achieve both.

The document also promotes professionalism, accountability, and stewardship. It helps prepare future generations for the responsibilities that come with ownership and leadership by emphasizing education, service, and a commitment to the values that define our organization.

Perhaps most importantly, the Family Constitution reminds us that we are custodians of a legacy that began long before us and will continue long after us. It encourages us to think beyond short-term results and focus instead on building a sustainable business that serves customers, employees, communities, and future generations. Our Family Constitution helps provide the guidance and continuity needed to navigate that journey while staying true to the principles that have brought us this far.

As our mission states, **"We are one family, growing together, and making a difference."** The Family Constitution serves as a living reflection of that mission, helping us strengthen our family, grow our business, and continue making a positive impact on the customers and communities we proudly serve.

The Darley Advantage Starts With Our Values

Darley's core values are more than guiding principles. They are the foundation of how we work, serve our customers, and support one another every day.

We lead with **Integrity**, doing the right thing and honoring our commitments. Our **Passionate Customer Focus** inspires us to exceed expectations and provide exceptional service. Through **Relationships Based on Respect**, we build trust, value diverse perspectives, and strengthen our culture.

We believe great things happen through **Teamwork, Empowerment, Inclusion, and Development**, creating opportunities for growth while supporting one another's success. **Innovation** drives us to find new solutions and technologies that help us better serve our customers and communities.

Just as importantly, we take time for **Celebration**. Recognizing achievements and team successes, appreciate one another, and celebrating the impact we make. When we live these values every day, we strengthen Team Darley and continue building a legacy of excellence.

Darley Family Constitution



Preamble: We are grateful.

We, the descendants of William Stuart and Mary J. Darley, together with our spouses, are deeply grateful for all we have received from God, our ancestors, our parents, and our family members through our family business. We recognize that our opportunities and successes are not the result of our efforts alone, but of the vision, sacrifice, and support of those who came before us and those who continue to walk alongside us. Gratitude is at the heart of our family's values. Guided by that gratitude, we are committed to honoring our family's legacy by being faithful stewards, investing in future generations, and making a positive difference in our family, our employees, our customers, our communities, and the world.

Mission Statement

Based on our family's shared values, the Darley family mission is to maintain a loving and harmonious family. We believe this strengthens our family business, which in turn makes a valuable contribution to society—and this will become the true legacy of both our family and our business.

The mission of the Family Council is to promote family unity, advise the company on family issues, implement best business practices, and provide support to the company as needed.

We are one family, growing together and making a difference.

Vision Statement

To passionately serve the world's first responder and tactical communities by providing high-quality products. We will accomplish this by pursuing profitable business ventures while creating jobs, developing people, giving back to our communities, and supporting philanthropic causes.

Core Family Principles

Promoting Harmony and Resolving Conflict

Descendants of William J. and Mary J. Darley place a high priority on family harmony. When conflict arises, the most important course of action is self-reflection and humility—considering the perspective and welfare of others ahead of our own, and listening even when we are being criticized.

We may not agree on everything, but we approach disagreement with cooperation, trust, and mutual respect, making mutual concessions whenever possible to keep our family and business strong. We recognize that most of our accomplishments come with the help of others. When family members are unable to resolve a conflict on their own, we shall seek the assistance of professional mediators.

Helping Family Members in Times of Trouble
When family members face difficulties, we are committed to offering our love and support. At times, emotional support matters more than monetary aid, physical help, or advice—and we strive to recognize which is needed most.

Dedication & Commitment
We express our gratitude for all we have received through hard work, dedication, and commitment to the Darley Company, carrying this legacy forward through continuous effort to strengthen both our family and our business.

Code of Conduct

- Family members should respect each other.
- Family members should hold each other accountable.
- Family members should strive to be good listeners.
- Family members should treat each other fairly.
- Family loyalty and harmony are paramount.
- Family members will deal with each other professionally and openly, keeping personal differences out of business relationships.
- Family members should respect each other's privacy.
- Family members should present a professional appearance.
- Family members should avoid public criticism of one another and keep private criticism constructive.
- Family members should feel free to voice concerns, but always respectfully.

Family Values

We aim to practice the virtues and principles outlined in this constitution in order to make our family and family business prosperous for generations to come.

Gratitude

We are extremely grateful for all we have received through our ancestors, parents, and family members. Some of our successes have been due to our efforts alone, and others to the help of others.

Guiding Principles

The foundation of our family is a shared set of values, principles, and faith, handed down through generations. By living these principles with integrity, we aim to have a positive influence in business and in society.

Service

We are given an opportunity to contribute to society by providing high-quality equipment to the world's fire and defense industries. The spirit of service is also at the heart of our family and business life.

Family Unity

We are fortunate to be part of a great family. All of us are tied together through blood relationships, marriage, or adoption. In addition to family ties, we are also inseparably connected through our ownership and involvement in every stage of the family business. We are committed to doing things that strengthen us as a family, as this will also bring strength to the business.

Love and Respect

While the rewards for those working in the company are based on merit, the basis of a healthy family will be the mutual love and respect we show to one another unconditionally.

Stewardship

We share responsibility to each other and will strive to make decisions that positively impact the longevity of our business, family, and community. The decisions we make today should be guided by our vision for long-term success and continuity of our business and family.

Integrity

We want to grow the business in an honest, ethical way so that future generations will be able to fully enjoy the fruits of our efforts and take great pride in our family reputation. We maintain this reputation by living by moral principles that enable us to do what is right regardless of business circumstances.

Attitude

Through life's lessons, we learn that good things often arise from adversity. Those who come before us have shown us how to face hardship with humility, acceptance, and an ability to see the good in even the greatest challenges. Following their example, we strive to meet whatever life sends with a positive attitude.



Our Family Constitution helps guide our decisions.

We live our values every day.

Darley Defense Contract Wins & Outstanding Customer NPS

Darley Secures \$43.4M Marine Corps Contract for FUELTRAX

Darley, in partnership with FUELTRAX, was awarded a five-year, \$43.4 million U.S. Marine Corps Indefinite Delivery/Indefinite Quantity (IDIQ) contract. This sole-award contract provides a streamlined procurement pathway for FUELTRAX's Portable Measurement Unit (PMU), with Darley serving as the contract administrator and primary interface with the government.



FUELTRAX portable measurement unit.

The PMU is a lightweight, self-powered fuel measurement system designed for use with collapsible bladder fuel storage systems. Equipped with advanced Coriolis-equivalent sensing technology and Iridium-based communications, the system delivers accurate fuel monitoring and reporting capabilities in austere and expeditionary environments.

A unique aspect of this contract is the weekly status calls hosted by the contracting office. These meetings provide a structured forum to review delivered products, discuss upcoming orders, and address any required adjustments.

This award highlights the strength of Darley's business development efforts and customer-focused approach. Marine Corps Force Lead Matt Harris spearheaded the opportunity, working closely with the customer to identify operational requirements and match them with an effective solution. He demonstrated the advantages of using a rapid procurement contract vehicle and guided the customer through its implementation, ultimately helping secure a contract that delivers both speed and value to the Marine Corps. 🚀

U.S. Army-Sponsored Contract Obtained for the TAGRS-HD Valued at \$4.9M

Darley has been awarded a \$4.87 million agreement by the U.S. Army through the Army Contracting Command – Detroit Arsenal (ACC-DTA) for the continued development, testing, demonstration, and evaluation of the Tactical Aviation Ground Refueling System – Heavy Duty (TAGRS-HD). The project is intended to validate the technical feasibility and operational suitability of TAGRS-HD for Army use and support future Army sustainment modernization efforts.



Darley's TAGRS-HD refueling system.

The Tactical Aviation Ground Refueling System – Heavy Duty (TAGRS-HD) transforms how Army forces sustain aviation operations

in contested environments and represents a significant advancement in expeditionary fuel distribution. Developed to support the demands of Multi-Domain Operations, TAGRS-HD integrates fuel storage, pumping, filtration, monitoring, and distribution into a single, rapidly deployable platform, providing commanders with a complete Forward Arming and Refueling Point (FARP) capability wherever the mission requires.

By enabling the rapid establishment of a fully-operational FARP, TAGRS-HD has the potential to increase operational reach, sortie generation, and sustainment responsiveness. The system features modular fuel storage, high-volume fuel transfer capability, integrated filtration, and flow monitoring within a compact, transportable configuration suitable for rapid deployment. 🚀

This project is sponsored by the U.S. Government under Agreement No. W912CH269A070, awarded by the U.S. Army Contracting Command – Detroit Arsenal (ACC-DTA). Any opinions, findings, conclusions, or recommendations expressed in this publication are those of the author(s) and do not necessarily reflect the views of the U.S. Government, the Department of the Army, or Army Contracting Command. Reference to any commercial product, process, or service does not constitute or imply endorsement by the U.S. Government.

Darley Defense Achieves Outstanding Customer Satisfaction and Loyalty with an NPS Score of 86

We are proud to announce the results of our 2026 Defense Customer Survey, which reflect overwhelmingly positive feedback from customers across the U.S. Department of War and Federal Agencies. The survey underscores our continued commitment to delivering exceptional service, high-quality solutions, and mission-critical support to defense partners worldwide.

Customer focus and satisfaction remain a core value at Darley, and that is underpinned with the exceptionally strong survey results with the vast majority of respondents rating their experience as "very positive." Notably, customer service received outstanding marks, with many respondents emphasizing responsiveness, professionalism, and ease of communication as defining strengths. Additionally, recommendation scores were consistently high, with most customers rating Darley a 9 or 10 out of 10, an indicator of strong loyalty and trust, resulting in a Net Promoter Score of 86!

Key highlights from the survey reinforce Darley's position as a trusted partner:

- **Reliability and Quality:** Customers most frequently described Darley's services as "reliable," "high quality," and "useful," reflecting consistent delivery on mission-critical needs.
- **Our People:** Numerous respondents praised Darley team members by name, citing responsiveness, expertise, and a commitment to going above and beyond.
- **Value and Efficiency:** Many customers noted "great value for the price" and highlighted fast turnaround times on quotes and solutions often within hours or days.
- **Strong Relationships:** Long-term customers (3+ years) make up a significant portion of respondents, demonstrating sustained trust in our people.

Customer comments further emphasized Darley's role as a partner, with feedback highlighting ease of doing business, strong communication, and a deep understanding of defense procurement processes.

Overall, the 2026 survey results reinforce Darley Defense's reputation for excellence, reliability, and customer-centric service. We remain committed to building on this momentum by continuing to invest in our people, processes, systems, and solutions to support the evolving needs of our defense customers. If there is ever an opportunity for Darley to support your mission, we welcome you to reach out, and we stand ready to assist. Learn more on www.darley.com/defense. 🚀



Most customers rated Darley a 9 out of 10, indicating strong loyalty and trust. A NPS score of 86 is considered to be world class.

See What's Happening Across Darley

Darley "SAFE" Roll Hose Roller

Ergonomic design, reduced carcinogen exposure, and enhanced scene awareness are what make the Darley "SAFE" Roll Hose Roller not only an efficiency booster--enabling you to roll hose faster--but also a safer solution. Darley has partnered with Operational Fire who developed and designed the patented Safe Roll.



A safer, faster, and more efficient way to roll lay-flat fire hose.

Back injuries account for nearly half of career-ending injuries in the fire industry. This tool enables firefighters to roll hose while standing up and reducing back strain.

Carcinogen exposure is responsible for over half of line-of-duty firefighter deaths. This tool reduces contact with dirty, carcinogen-contaminated hose during hose rolling.

Scene safety and awareness are the first priorities we address during an emergency incident. When rolling hose while bent over, firefighters may not be able to see potential hazards, such as ongoing traffic. Learn more on shop.darley.com/darley-safe-roll-hose-roller

Darley Launches New EN Pumps

Darley, in collaboration with Rhino, is proud to release a complete new lineup of EN certified pumps. Rhino has appointed Darley as its global supply partner for EN-certified, rear-mounted, single and multi-pressure PTO-driven pumps. Rhino is a specialist manufacturer with its own in-house foundry and supply capabilities.

Customers include: Cummins, Dana, Allison, CAT and Eaton.

First launched in 2023, following a research and development program that began in 2017, the Rhino pump range includes:

- 2,000, 3,000, 4,000 & 6,000 LPM pumps at 10 Bar.
- High-pressure options delivering 250 LPM at 40 Bar.
- Material options including: aluminum, stainless steel & bronze.



Rhino 4000 LPM multi pressure pump.

This additional pump range provides competitive pricing and expanded options for Darley's customers worldwide. Together, the companies combine more than 150 years of pump and manufacturing expertise. Contact RyanDarley@darley.com to learn more about the Rhino pumps.

Built for Fast Wildfire Response

As wildfires continue to challenge communities across the country, Darley Fast Attack Skid Systems provide a rapid, reliable solution for first responders who need to get water on the fire quickly. Designed for installation in pickups, UTVs, and trailers, these versatile systems offer multiple tank capacity options and a variety of pump choices to meet the unique needs of wild-



The Darley Fast Attack skid units.

land, rural, municipal, and industrial firefighting operations. With rugged construction, flexible configurations, and proven performance in demanding environments, Darley Fast Attack Skid Systems help crews respond faster, operate more effectively, and protect lives and property when every second counts.

Darley Awarded \$20B NASA SEWP VI Contract

Darley is proud to announce that it has been awarded a position on the NASA Solutions for Enterprise-Wide Procurement (SEWP) VI contract, one of the federal government's premier acquisition vehicles for information technology products and services.

The award reinforces Darley's commitment to supporting federal agencies with innovative technology solutions, streamlined procurement processes, and exceptional customer service. Through NASA SEWP VI, Darley will be able to provide government customers with access to a broad portfolio of IT products, solutions, and related services designed to help agencies meet evolving mission requirements.

"Being selected for NASA SEWP VI is an important milestone for Darley," said Will Darley, Vice President of Sales Operations at Darley. "This award reflects our continued dedication to delivering trusted solutions and creating value for our federal customers across the defense, public safety, and government sectors."



Darley wins NASA SEWP VI spot.

Over an Hour of Flight Time

The Parrot ANAFI UKR GOV with the XLR battery delivers up to 70 minutes of flight time and a 40 km (24.8 mi) range, nearly



Parrot UKR GOV w/70-min XLR battery.

doubling endurance compared to the standard battery. This extended capability supports surveillance, search and rescue, infrastructure inspection, disaster response, and intelligence missions with fewer battery swaps and interruptions. Featuring USB-C power delivery charging and wintering mode for enhanced reliability, the XLR battery complements the drone's secure communications, thermal imaging, optical zoom, and all-weather performance for long-duration operations where persistence and situational awareness are critical. For custom drone programs contact UxS@darley.com

Darley Tactical - Module Spotlight



Darley's PSM 1500 pump modules ready to ship.

Darley's Tactical Division has been hard at work establishing a new flexible assembly line for module manufacturing. Darley's offering is focused on providing OEM module solutions for repeatable product offerings. Kerry Halopka recently released a module design to support traditional fire apparatus builds targeting the demands of big city applications. The module features a Darley PSM fire pump which can be seamlessly integrated on a Spartan Chassis. Colin Feuster recently designed Darley's M34 Module which is focused on providing firefighters with a Type 3 pump hose that meets demands of the wildland fire service. In an effort to support the influx of orders, Darley has added 15,000 sq. ft. of manufacturing space. For more info, please reach out to KyleDarley@darley.com



Wayne Hable, P.E.
Chief Engineer
waynehable@darley.com

Just Ask Engineering

Question:

What is a pump's life expectancy, and how can it be extended?

Asked by: Nicole Cain, Chief Engineer-Pump from HME Truck Apparatus

Answer:

A Darley fire pump is engineered to deliver dependable performance in some of the most demanding emergency response environments. Whether supporting municipal firefighting, industrial protection, airport rescue operations, or emergency water transfer, these pumps are designed for years of reliable service. However, even the most rugged equipment requires proper care to achieve its full service life. A proactive maintenance program not only reduces the risk of unexpected failures, but also helps lower operating costs and ensures the pump is ready for an emergency.

Routine inspections are among the most important steps in extending pump life. Operators should perform visual checks before and after each use, looking for leaks, corrosion, loose hardware, damaged hoses, worn couplings, and any signs of unusual wear. Pressure gauges, intake connections, discharge fittings, and control systems should also be monitored regularly. Identifying and correcting minor problems early often prevents more serious damage, reducing repair expenses and improving overall reliability.

Proper lubrication is equally critical. Bearings, seals, and other rotating components depend on the correct lubricant to minimize friction and wear. Following the service intervals and lubrication recommendations provided in the Darley operation and maintenance manual helps protect key components and maintain efficient operation. Over-lubrication can be just as harm-

ful as under-lubrication, making it important to use the proper type and amount of lubricant at all times.

Water quality can significantly affect pump longevity. After operating in saltwater, brackish water, or water containing sediment and debris, the pump should be thoroughly flushed with clean freshwater. This simple maintenance practice removes contaminants that can accelerate corrosion, cause internal wear, and reduce pumping efficiency. Regular flushing is one of the easiest ways to protect critical internal components.

Operators should also avoid conditions that promote cavitation. Cavitation occurs when vapor bubbles form and collapse inside the pump, causing damage to impellers, wear rings, and pump casings. Maintaining adequate suction conditions, ensuring proper hose sizing, and operating within the pump's recommended performance range can help prevent cavitation and preserve pump efficiency.

In addition, seasonal maintenance, accurate service records, and ongoing operator training are essential for long-term reliability. Winterizing equipment before freezing temperatures, exercising pumps during periods of inactivity, and documenting maintenance activities help prevent avoidable damage.

By emphasizing routine inspections, proper lubrication, freshwater flushing, correct operating practices, detailed record-keeping, and continuous operator training, fire departments and emergency response organizations can maximize the service life of their Darley fire pumps while maintaining dependable performance and operational readiness for many years to come. 📌



Routine maintenance is essential for long-term reliability.

Boston Fire's Drone Rapid Command Vehicle

Most fire service drone programs start the same way. A Pelican case in the back of an SUV, a folding table at the incident, a hunt for a charged battery in the dark. The flying gets serious before the logistics do.

Boston Fire fixed that. Their drone team, one of the busiest in the country, now works out of a Ford Transit built out through Darley's Rapid Command Vehicle program. Every aircraft, battery, and controller has its own compartment. Onboard power keeps them charged between calls, and Starlink and 5G cellular keep live video in front of command from anywhere in the city. A pilot can sit down at the workstation, close the door, and fly for hours instead of standing at a tailgate in the weather.

A full-scale mobile command center is a significant investment, and a chief's SUV was never meant to carry a drone program in the tailgate. This rig sits between the two, with room for a second pilot, protected seating, and a place for every piece of gear. For programs that want to start smaller, Darley builds the same capability as a standalone module that drops into an off-the-shelf SUV. Reach out to KevinSofen@darley.com to learn more. 📌



Boston Fire took delivery of a new Ford Transit drone vehicle.

Darley Sponsors Illinois PGA Golfer

Darley was proudly represented at the John Deere Classic, a PGA Tour event held at TPC Deere Run in Silvis, Illinois. A photo shared with Paul Darley by Patrick Adler, captured him driving off the tee while proudly displaying the Darley logo on the left sleeve of his pullover.



Patrick Adler tees off at the John Deere Classic.



Patrick Adler, 2024 South of Ireland winner.

Whether on the job or on the golf course, it's great to see the Darley name represented with pride. Thank you for being a great ambassador for Darley! 📌

Darley and DLA Collaborate on Military Readiness

Darley was pleased to welcome the Defense Logistics Agency (DLA) Weapons Support Team in Chippewa Falls, Wisconsin, to our manufacturing facility for a collaborative discussion focused on strengthening support for the nation's warfighters. The visit provided an opportunity to showcase Darley's manufacturing capabilities and explore how Darley can support the DLA's mission through the production of critical parts, components, and assemblies that help keep military vehicles and equipment mission-ready and available when needed most. 📌



Darley welcomes DLA to its Wisconsin facility.

From the Office of
JAMES LONG

A Letter To Our Founder

I'm delighted to advise you that in 2026, the W. S. Darley & Co. which bears your name is not only still in business but is thriving beyond anything you could have imagined. We've even outlasted Sears & Roebuck and the catalog you envied.

Now after 36 years at Darley, it's time for me to retire feeling pretty good about having worked hard to carry on your mission.

I started working summers as a teenager, and during my college years, moved up from running errands, sweeping the shop and stamping mailing addresses to becoming a full-fledged fire truck mechanic in our Apparatus Division. The Craftsman tools I used to mount steps and grab rails in the early 1980s are still in my toolbox today.

My first full-time job at Darley was in Pump Sales where I learned our customer base and products. I put on quite a few miles in those days with customer visits, trade shows and even some international travel to places like China, Argentina, New Zealand and the Middle East.

Next stop was in the Equipment Division where I made it my mission to preserve your catalog legacy. In the 1990s, our catalogs were mostly black and white, but before the end of the decade we transformed them into full color and launched our e-commerce website. Over a 30-year period of time, I worked with our team to complete over 60 catalogs and sourced thousands of new products for what your son Reg referred to as "the Bible of the industry."

The biggest bid we ever submitted in the Equipment Division was to the federal government. After a couple of failed attempts, we received an award that helped transform our company.

By 2010, we created a new Defense Division, with the mission of serving not only our first responders but also America's warfighters. Selling to the government was part of your era, but it's on a different scale today.

There are parts of today's business that may take some time to explain to a man born before phones and electricity, but I sure wish you were here to see it. You'd be proud. 🍷

Your Grandson,



James Long – President of Defense



INSIDE DARLEY

Darley Earns U.S. Best Managed Company Honor for Second Consecutive Year

Darley has been named a 2026 U.S. Best Managed Company for the second year in a row!

Sponsored by Deloitte Private and The Wall Street Journal, the U.S. Best Managed Companies program recognizes outstanding private companies for excellence in strategy, execution, culture, and financial performance. This year's honorees demonstrate resilience, disciplined growth, and a strong commitment to their people, while making bold investments in digital transformation, including AI capabilities.

Darley is proud to be recognized for the trust, purpose, and operational excellence that continue to define our organization and support sustainable growth during times of change.

"This recognition belongs to our people," said Ashley Everson, Darley's Chief Human Resources Officer. "Earning the U.S. Best Managed Companies award for a second year highlights the strength of our team, our culture of collaboration, and our shared commitment to operational excellence and disciplined growth."

We're proud to be recognized again among the global community of Best Managed Companies and grateful to our employees, customers, and partners who make this achievement possible year after year. Learn more about our notable awards on www.darley.com/about-us/awards-accolades/ 🍷



Darley earns back-to-back Best Managed Award title.

Darley Welcomes New CITO

Darley welcomed Nate Habeck as our new Chief Information and Technology Officer (CITO) on July 13, 2026. Nate brings more than 25 years of leadership experience across information technology, business operations, manufacturing, supply chain, cybersecurity, and business intelligence. Before joining Darley, he spent four years with a family-owned business, Bimeda Animal Health, and 23 years with Baxter Healthcare Corporation leading technology and operations teams.

Nate was drawn to Darley by its mission and values and sees technology as a force multiplier that can help teams work faster, make better decisions, and better serve customers. Nate shared, "For me, a successful technology organization starts with the business--understanding how it operates and what success looks like for our customers." He goes on to say, "Technology's role is to enable that, not distract from it." 🍷



Darley's new CITO, Nate Habeck.



Meet the Team: Chris Gill Director of Capture Management Defense Business Development Team

As a former Army Ranger, I was drawn to Darley because of its unwavering commitment to supporting military, government, and first responder communities. The company's mission, values, and reputation for delivering innovative, mission-critical solutions closely align with the principles of service, integrity, and accountability that guided my military career. Joining Darley provided an opportunity to continue serving those who protect and support others while contributing to an organization dedicated to making a meaningful impact for its customers and partners.

What drives me is the desire to help organizations succeed by solving complex challenges, building trusted relationships, and delivering results that matter. As Director of Capture Management, I strive to leverage my leadership experience, strategic mindset, and customer-focused approach to identify growth opportunities, develop winning strategies, and position Darley for long-term success. My goal is to serve as a trusted partner to both customers and internal stakeholders, ensuring that our solutions address mission requirements while strengthening Darley's reputation as a dependable and innovative industry leader.

Outside of work, I enjoy hunting, fishing, flying, scuba diving, and traveling. Above all, I value spending quality time with family and friends, especially if it includes watching the Wisconsin Badgers, Ole Miss Rebels, or Green Bay Packers. 🍷

Darley Pump Academy

Our tuition-free Pump Academy provides comprehensive knowledge ranging from pump theory to hands-on maintenance and repair of Darley pumps and accessories. To keep up with ongoing advancements, we advise OEM service centers to participate at least once every five years. To register, email pumptraining@darley.com.

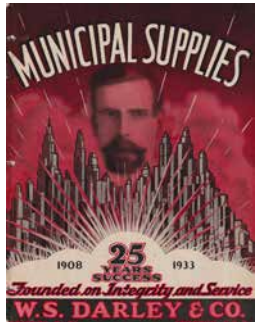
Upcoming Darley Pump Academy Dates in Chippewa Falls, WI

Oct 6 - 8, 2026 | May 4 - 6, 2027 | Oct 5 - 7, 2027



May 5 - 7, 2026 Pump Academy graduates.

Back to 1933 When Darley Celebrated Its First 25 Years



Darley Catalog No. 87, published in 1933.

Looking back at our 1933 catalog cover from our 25th anniversary brings back special memories. As our nation celebrated its 250th birthday on July 4th, we hope you and your family had a safe and joyful holiday. 🇺🇸

Next Gen Darley Theo McCarver

Theo, 2, is the son of Katie (Long) and Mick McCarver. He recently became a big brother to Jack, 5 months, and is taking his new role very seriously. Theo is in his Dinosaur Era, but he also enjoys swimming, playing at the park, and doing art projects. He is the great-great-grandson of W.S. Darley. 🇺🇸



There are currently 31 fourth- and 32 fifth-generation Darley family members who are descendants of William S. Darley.

INSIDE International News

Bringing the Fire Service World Together

Every four years, the global firefighting community gathers in Hannover, Germany, for INTERSCHUTZ, widely recognized as the world's leading trade show for firefighting, rescue, civil protection, and safety. This year, Darley was proud to be part of that tradition, exhibiting at the show and meeting fire service professionals, distributors, manufacturers, and first responders from more than 70 countries.

The most meaningful part of INTERSCHUTZ was not the products; it was the people. As a family business, Darley has always believed that relationships matter. Walking the halls of INTERSCHUTZ reminded us that the fire service is truly a global family. Whether speaking with firefighters from Europe, Asia, the Middle East, Africa, Australia, or the Americas, we found a common purpose: helping those who protect their communities and save lives.

Our booth showcased many of the solutions that define Darley's commitment to innovation and service, including Darley and Rhino manufactured pumps, the Darley Air Primer, a Safe Hose Roller, VR firefighter training technology, Darley rescue tools, Key Fire Hose, and Fire-Dex PPE. These products sparked countless conversations about improving firefighter safety, increasing efficiency, and preparing departments for the challenges ahead.

Lasting memories were created through handshakes, shared meals, stories, and friendships. Many of the people we met have been customers, partners, and friends for years. Others were new relationships that we hope will grow for decades to come. In a world that often feels increasingly digital, INTERSCHUTZ reminded us that trust is still built person-to-person.

Family businesses understand this better than most. Strong companies are built on strong relationships: relationships with customers, suppliers, employees, and communities. The same values that guide a family business, integrity, commitment, stewardship, and long-term thinking are the values that create successful partnerships around the world. At Darley, we are proud to be part of that global family. 🇺🇸



CFA's Danny Jones & Tim Smith stop to see Darley while they look for new products and visit industry partners at Interschutz.

Zycraft Showcases Next-Generation Firefighting USV

Zycraft USV in Singapore is a leader in the development of unmanned surface vessels and its applications. Zycraft was formed in 2011 for the purpose of developing advanced, unmanned marine system technologies.

Command and control is achieved via satellite communications systems, thus enabling the boat to operate anywhere in the world.

A smart tracker is installed onboard TRC-enabled ships to allow shipowners full visibility of vessel track and occurrences.

Zycraft is currently in the final stages of development of a 36' (11M) vessel called the Fire Conqueror, which incorporates a Darley ZSD 3000 GPM direct drive fire pump. James Soon of Zycraft notes, "The company is very pleased with the performance of the fire pump system as seen so far with over 80m reach distance and coupled with a large flow volume of water on target."



Darley's ZSD 3000 GPM direct drive pump.



Fire Conqueror 11 M fire boat - watch it in action here: <https://youtu.be/kwFjSm4kdWA>

Darley is a worldwide leader in the supply of fire pumps for marine vessels. Jimmy Darley, who helps manage sales in the marine sector states, "Whether it's a small marinized P6 or P100, we offer the Coast Guard, U.S. Navy, and navies around the world or larger pumps with ratings of 3000 GPM and up. With a wide range of options, we can provide a solution tailored to your needs." Learn more about our partner Zycraft at www.zycraft.com. 🇺🇸

The Fire Service Is Thinking Out Loud About Artificial Intelligence (AI)



Thought leadership essay contest winners announced in September.

The Darley/National Fallen Firefighters Foundation (NFFF) Thought Leadership Essay Contest asked one question: How can AI improve firefighter health, wellness, and safety?

The responses came from active fire service members who are grounded in reality: wearables that detect cardiac strain early, the killer behind 63% of on-duty deaths in 2025. AI that turns maydays and LODDs into training every firefighter can learn from. Early-warning systems that flag an at-risk brother or sister and offer help outside the chain of command. Or robots that take the first look in IDLH environments, so we stop sending humans to do what robots can do.

A common thread runs through every essay: we've gotten better at surviving the emergency, but now the next frontier is surviving the career. Artificial Intelligence won't fight the fire for you, but it can cover your blind spots and be a proactive support tool for the fire service.

The writers were also tough critics of AI: Who sees the data, and could a wellness flag follow a firefighter into their career file? Is this protection, or is it surveillance? Who owns a firefighter's data: the department, the vendor, or the firefighter it came from? And when AI spots a struggling member, can a machine that cannot feel ever replace the human sitting across the kitchen table? We need a crawl-walk-run approach that starts small, stays transparent, and lets the tool prove itself.

Winners will be announced in September, and the contest returns in 2027. To everyone who had the courage to put their ideas on paper: thank you. To anyone thinking about where this profession goes next, stay tuned for 2027. We'd love to hear your voice. Learn more at www.darley.com/essay-competition/

Celebrating 100 Years of Apparatus Manufacturing

Darley has been a leader in fire apparatus manufacturing for more than a century. Founded in Chicago in 1908 by William S. Darley as a municipal supply company, the business shifted its focus to fire apparatus manufacturing in 1926. W.S. had a vision of establishing the world's first fire apparatus on a commercial chassis, the Model T Ford. After forging a relationship with Henry Ford, he developed Darley's first fire apparatus which sold for just \$690 compared to an average price of \$7,500.

William Stuart's vision of providing economic solutions to the global fire and emergency services industry was later championed by his oldest son, Bill Darley, who expanded the company's reach into global markets. Later, Peter and Jeff Darley further strengthened international partnerships and grew fire apparatus sales in China and Africa. "We set our sights on providing an industry solution that meets small-town fire department budgets with capabilities necessary to serve big-city needs," said Kyle Darley. Peter Darley commented, "As we begin our second century of apparatus manufacturing, our focus remains unchanged: listening to customers, delivering practical innovation, and providing dependable solutions that help first responders protect their communities." Looking ahead, Peter and Kyle Darley stressed that long-term success depends on staying attuned to the market, listening to customers, and maintaining a strong focus on quality, service, and lasting partnerships. To learn more, please contact Kyle Darley at KyleDarley@darley.com



Darley's first fire truck proudly displayed at the HQ office.

Darley Supports 20th Annual Illinois Fire Service Home Day

Darley was proud to sponsor the 20th annual Illinois Fire Service Home Day event, hosted by NIPSTA in Glenview, IL. This outstanding event brought together over 150 fire service leaders and managers, along with representatives from 20 fire equipment manufacturers, who collectively supporting nearly 100,000 fire service professionals across Illinois.

James Long, President of our Defense Division at Darley, was among the featured speakers. Attendees had the opportunity to hear his insights, along with those of other industry leaders, and explore the latest equipment funded through the Assistance to Firefighters Grant Program (AFG) over the past two decades. The AFG program fills essential equipment gaps for approximately 1.1 million first responders nationwide. This grant ensures that firefighters have access to the necessary tools and resources to perform their duties effectively and enhance public safety. This impactful event was made possible through the support of the Metropolitan Fire Chiefs Association of Illinois, in partnership with FAMA and FEMSA, and with the backing of the Illinois Fire Chiefs Association, MABAS, IAFC, NVFC, and CFSI.



The event included demos and an overview of funding.

Connect With Darley Worldwide at Over 100 Trade Shows Annually

Sept 14 - 16	AFA Air, Space, & Cyber Conf. 2026	National Harbor, MD
Sept 15 - 17	Maneuver Warfighter Expo 2026	Ft. Moore, GA
Oct 6 - 8	Fall Darley Pump Academy	Chippewa Falls, WI
Oct 11 - 14	IL Fire Chiefs Symposium 2026	Peoria, IL
Oct 12 - 14	AUSA	Washington, DC
Oct 19 - 23	CO State FC - Fire Leadership Challenge	Keystone, CO
Oct 22	Darley Tech Range Day	Fredericksburg, VA
Oct 26 - 27	Air Force Innovation Expo (AIX) 2026	Tucson, AZ
Nov 4 - 5	FAMA Design Symposium 2026	Orlando, FL
Dec 2 - 4	International WorkBoat Show	New Orleans, LA
Dec 8 - 10	Eastern Defense Summit	Charleston, SC
Jan 12 - 14	UAV Skills Camp 2027	Indianapolis, IN
Jan 12 - 14	Intersec 2027	Dubai, UAE
March 1 - 3	AFA Warfare Symposium 2027	Aurora, CO
April 4 - 7	Sea Air Space 2027	National Harbor, MD
April 12 - 17	FDIC 2027	Indianapolis, IN
April 13 - 17	Modern Day Marine 2027	Washington, DC
May 20 - 22	MDEX 2027	Warren, MI
May 3 - 6	SOF Week 2027	Tampa, FL
May 5 - 7	Army Aviation Warfighting Summit 2027	Kansas City, MO
May 11 - 13	LANPAC 2027	Honolulu, HI

Darley Dollars
3% back on every purchase on
shop.darley.com