

Armor Holdings, Inc.

Corporate Governance Guidelines

The following principles have been approved by the Board of Directors of Armor Holdings, Inc. (the “Company”) and, along with the charters and key practices of the board’s committees, provide the framework for the governance of the Company. The Board will review these principles and other aspects of the Company’s governance annually or more often if deemed necessary.

1. Role of Board and Management. The Company’s business is conducted by its employees, managers and officers, under the direction of the chief executive officer (CEO) and the oversight of the Board, to enhance the long-term value of the Company for its stockholders. The Board of Directors is elected by the stockholders to oversee management and to assure that the long-term interests of the stockholders are being served. The Board of Directors recognizes that the long-term interests of stockholders are advanced by responsibly addressing the concerns of other stakeholders and interested parties including employees, recruits, customers, suppliers, communities, government officials and the public at large.

2. Functions of Board. The Board of Directors will meet no less than six times a year during which it will review and discuss reports by management on the performance of the Company, its plans and prospects, as well as immediate issues facing the Company. Directors are expected to prepare adequately for and regularly attend meetings of the board of directors and board committees on which they serve. Recognizing that situations arise requiring prompt board action, directors shall make themselves available for special meetings and shall promptly return documents requiring their signature. Directors shall receive prompt notification of such special meetings. In addition to its general oversight of management, the board and its committees also performs a number of specific functions, including:

- a. selecting, evaluating and compensating the CEO and overseeing CEO succession planning;
- b. providing counsel and oversight on the selection, evaluation, development and compensation of senior management;
- c. reviewing, approving and monitoring fundamental financial and business strategies and major corporate actions;
- d. assessing major risks facing the company and reviewing options for their mitigation; and
- e. ensuring processes are in place for maintaining the integrity of the Company, the integrity of the financial statements, the integrity of compliance with law and ethics, the integrity of relationships with

customers and suppliers, and the integrity of relationships with other stakeholders.

3. Qualifications. Directors should possess the highest personal and professional ethics, integrity and values, and be committed to representing the long-term interests of the Company's stockholders. The board endeavors to have a board representing diverse experience at policy-making levels in areas that are relevant to the Company's activities.

Directors must be willing to devote sufficient time to carrying out their duties and responsibilities effectively, and should be committed to serve on the board for an extended period of time.

Directors who also serve as CEOs or in equivalent positions should not, without the express consent of the Board of Directors, serve on more than two boards of public companies in addition to the Company's board, and other directors should not serve on more than four other boards of public companies in addition to the Company's board. Current positions in excess of these limits may be maintained unless the board determines that doing so would impair the director's service on the Company's board.

4. Independence of Directors. A majority of the directors will be independent directors under applicable New York Stock Exchange (NYSE) rules and other applicable regulations. This will not, however, prevent the board from taking valid actions if, due to a temporary vacancy or vacancies on the board there are fewer than the intended proportion of independent directors. Any such vacancies will be filled as soon as reasonably practicable. Directors who do not meet applicable independence standards also make valuable contributions to the board and to the Company by reason of their experience and wisdom.

The Company will not make any personal loans or extensions of credit to directors or executive officers.

5. Size of Board and Selection Process. The directors are elected each year by the stockholders at the annual meeting of stockholders. Stockholders may propose nominees for consideration by the nominating/corporate governance committee by submitting the names and supporting information to: Secretary, Armor Holdings, Inc. 1400 Marsh Landing Parkway, Suite 112, Jacksonville, Florida 32250. The board proposes a slate of nominees to the stockholders for election to the board. The board also determines the number of directors on the board provided that there are at least 3 and no more than 15. Between annual shareholder meetings, the board may elect directors to serve until the next annual meeting.

6. Board Committees. The board has established the following committees to assist the board in discharging its responsibilities: (i) audit; (ii) compensation; and (iii) nominating/corporate governance. The current charters and key practices of these committees will be published on the Company's website. The committee chairs report the highlights of their meetings to the full board following each meeting of the respective

committees. The committees may also hold meetings in conjunction with the full board. The board of directors may also establish such other committees as it deems appropriate and delegate to those committees any authority permitted by applicable law and the Company's by-laws as the board of directors sees fit.

7. **Independence of Committee Members.** In addition to the requirement that a majority of the board be independent, members of the audit committee must also satisfy an additional independence requirement. Specifically, they may not directly or indirectly receive any compensation from the company other than their directors' compensation.

8. **Meetings of Non-Employee Directors.** The board will have at least three regularly scheduled meetings a year for the non-employee directors without management present. The board will appoint an independent, non-employee director who will preside at such meetings and will serve as the presiding director. The non-employee directors may meet without management present at such other times as determined by the presiding director.

9. **Self-Evaluation.** The board and each of the committees will perform an annual self-evaluation.

10. **Setting Board Agenda.** The board shall be responsible for its agenda. At the December board meeting, the CEO will propose for the board's approval key issues of strategy, risk and integrity to be scheduled and discussed during the course of the next calendar year. Before that meeting, the members of the board will be invited to offer their suggestions. As a result of this process, a schedule of major discussion items for the following year will be established. Prior to each board meeting, the CEO will discuss the other specific agenda items for the meeting with the presiding director. The CEO and the presiding director, or committee chair as appropriate, shall determine the nature and extent of information that shall be provided regularly to the directors before each scheduled board or committee meeting. Directors are urged to make suggestions for agenda items, or additional pre-meeting materials, to the CEO, the presiding director, or appropriate committee chair at any time.

11. **Ethics and Conflicts of Interest.** The board expects directors, as well as officers and employees, to act ethically at all times and to acknowledge their adherence to the Company's code of business conduct and ethics. If an actual or potential conflict of interest arises for a director, the director shall promptly inform the CEO and the presiding director. If a significant conflict exists and cannot be resolved, the director should resign. All directors will recuse themselves from any discussion or decision affecting their personal, business or professional interests. The board shall resolve any conflict of interest question involving the CEO or a senior executive officer, and the CEO shall resolve any conflict of interest issue involving any other officer of the Company.

12. **Compensation of Board.** The compensation committee shall have the responsibility for recommending to the board compensation and benefits for non-employee directors. In discharging this duty, the committee shall be guided by the

following goals: compensation should fairly pay directors for work required in a company of the Company's size, scope and complexity; compensation should align directors' interests with the long-term interests of stockholders without impairing the directors' independence; and the structure of the compensation should be transparent. The compensation committee shall review non-employee director compensation and benefits at least annually.

13. Succession Plan. The board shall approve and maintain a succession plan for the CEO and senior executives, based upon recommendations from the compensation committee.

14. Annual Compensation Review of Senior Management. The compensation committee shall annually approve the goals and objectives for compensating the CEO. That committee shall evaluate the CEO's performance in light of these goals before setting the CEO's salary, bonus and other incentive and equity compensation. The committee shall also annually approve the compensation structure for the Company's officers, and shall evaluate the performance of the Company's senior executive officers before approving their salary, bonus and other incentive and equity compensation.

15. Access to Senior Management. Non-employee directors are encouraged to contact senior managers of the company without senior corporate management present. To facilitate such contact, non-employee directors are encouraged to periodically schedule visits to the Company's businesses without corporate management being present.

16. Access to Independent Advisors. The board and its committees shall have the right at any time to retain independent outside financial, legal or other advisors.

17. Director Orientation. The President of the Company shall be responsible for providing an orientation for new directors, and for periodically providing materials or briefing sessions for all directors on subjects that would assist them in discharging their duties. Each new director shall, within six months of his or her initial election to the board, spend a day at the Company's corporate headquarters for personal briefing by senior management on the company's strategic plans, its financial statements, and its key policies and practices.

18. Public Statements. Absent unusual circumstances, the Company's senior management, as opposed to individual directors, provide the public voice of the Company.

19. Indemnification. In accordance with the terms of the Company's Certificate of Incorporation, By-laws and applicable law, the Company shall indemnify the members of the board of directors to the fullest extent permitted by law.

20. Statement of Principles. These Guidelines are a statement of principle and intent. The board of directors reserves the right, unless otherwise required by law or the rules of the New York Stock Exchange or the Securities and Exchange Commission, to

make exceptions to these guidelines where it believes such action is warranted due to special circumstances and is in the best interest of the Company.