

UNITED STATES  
SECURITIES AND EXCHANGE COMMISSION  
Washington, D.C. 20549

FORM 10-Q

- QUARTERLY REPORT PURSUANT TO SECTION 13 OR 15(d) OF THE SECURITIES EXCHANGE ACT OF 1934 FOR THE QUARTERLY PERIOD ENDED July 4, 2021
- TRANSITION REPORT PURSUANT TO SECTION 13 OR 15(d) OF THE SECURITIES EXCHANGE ACT OF 1934 FOR THE TRANSITION PERIOD FROM \_\_\_\_\_ TO \_\_\_\_\_

Commission file number 1-2451

**NATIONAL PRESTO INDUSTRIES, INC.**

(Exact name of registrant as specified in its charter)

**Wisconsin**  
(State or other jurisdiction of incorporation or organization)

**39-0494170**  
(I.R.S. Employer Identification No.)

**3925 North Hastings Way**  
**Eau Claire, Wisconsin**  
(Address of principal executive offices)

**54703-3703**  
(Zip Code)

(Registrant's telephone number, including area code) **715-839-2121**

Securities registered pursuant to Section 12(b) of the Securities Exchange Act of 1934:

Title of each class	Trading Symbol(s)	Name of each exchange on which registered
<b>Common Stock, \$1 par value</b>	<b>NPK</b>	<b>NYSE</b>

Indicate by check mark whether the registrant (1) has filed all reports required to be filed by Section 13 or 15(d) of the Securities Exchange Act of 1934 during the preceding 12 months (or for such shorter period that the registrant was required to file such reports), and (2) has been subject to such filing requirements for the past 90 days. Yes  No

Indicate by check mark whether the registrant has submitted electronically every Interactive Data File required to be submitted pursuant to Rule 405 of Regulation S-T during the preceding 12 months (or for such shorter period that the registrant was required to submit such files). Yes  No

Indicate by check mark whether the registrant is a large accelerated filer, an accelerated filer, a non-accelerated filer, a smaller reporting company, or an emerging growth company. See the definitions of "large accelerated filer," "accelerated filer," "smaller reporting company," and "emerging growth company" in Rule 12b-2 of the Exchange Act.

Large accelerated filer  Accelerated filer  Non-accelerated filer  Smaller reporting company   
Emerging growth company

If an emerging growth company, indicate by check mark if the registrant has elected not to use the extended transition period for complying with any new or revised financial accounting standards provided pursuant to Section 13(a) of the Exchange Act.

Indicate by check mark whether the registrant is a shell company (as defined in Rule 12b-2 of the Exchange Act). Yes  No

There were 7,037,938 shares of the Issuer's Common Stock outstanding as of August 13, 2021.

**TABLE OF CONTENTS**

<a href="#">PART I – FINANCIAL INFORMATION</a>	<a href="#">3</a>
<a href="#">Item 1 – Financial Statements</a>	<a href="#">3</a>
<a href="#">Condensed Consolidated Balance Sheets</a>	<a href="#">3</a>
<a href="#">Consolidated Statements of Comprehensive Income</a>	<a href="#">5</a>
<a href="#">Consolidated Statements of Cash Flows</a>	<a href="#">6</a>
<a href="#">Consolidated Statements of Stockholders' Equity</a>	<a href="#">7</a>
<a href="#">Notes to Condensed Consolidated Financial Statements</a>	<a href="#">8</a>
<a href="#">Item 2 – Management's Discussion and Analysis of Financial Condition and Results of Operations</a>	<a href="#">13</a>
<a href="#">Item 3 – Quantitative and Qualitative Disclosures About Market Risk</a>	<a href="#">15</a>
<a href="#">Item 4 – Controls and Procedures</a>	<a href="#">15</a>
<a href="#">PART II – OTHER INFORMATION</a>	<a href="#">16</a>
<a href="#">Item 1 – Legal Proceedings</a>	<a href="#">16</a>
<a href="#">Item 6 – Exhibits</a>	<a href="#">17</a>
<a href="#">SIGNATURES</a>	<a href="#">18</a>
<a href="#">CERTIFICATIONS</a>	<a href="#">22</a>

## PART I – FINANCIAL INFORMATION

## ITEM 1. FINANCIAL STATEMENTS

NATIONAL PRESTO INDUSTRIES, INC. AND SUBSIDIARIES  
CONDENSED CONSOLIDATED BALANCE SHEETS  
July 4, 2021 and December 31, 2020  
(Dollars in thousands)

	July 4, 2021 (Unaudited)	December 31, 2020
<b>ASSETS</b>		
CURRENT ASSETS:		
Cash and cash equivalents	\$ 73,052	\$ 86,036
Marketable securities	42,465	68,981
Accounts receivable, net	49,870	53,667
Inventories:		
Finished goods	\$ 40,533	\$ 31,440
Work in process	94,174	96,463
Raw materials	8,415	7,585
Notes receivable, current	2,871	2,869
Other current assets	12,447	10,199
Total current assets	323,827	357,240
PROPERTY, PLANT AND EQUIPMENT	\$ 98,409	\$ 96,488
Less allowance for depreciation	60,698	59,375
GOODWILL	15,317	15,317
INTANGIBLE ASSETS, net	2,731	2,838
NOTES RECEIVABLE	7,509	7,399
RIGHT-OF-USE LEASE ASSETS	10,409	3,363
DEFERRED INCOME TAXES	3,016	2,994
OTHER ASSETS	6,015	6,906
	<u>\$ 406,535</u>	<u>\$ 433,170</u>

The accompanying notes are an integral part of the condensed consolidated financial statements.

[Table of Contents](#)NATIONAL PRESTO INDUSTRIES, INC. AND SUBSIDIARIES  
CONDENSED CONSOLIDATED BALANCE SHEETS

July 4, 2021 and December 31, 2020

(Dollars in thousands)

	<u>July 4, 2021 (Unaudited)</u>	<u>December 31, 2020</u>
<b>LIABILITIES AND STOCKHOLDERS' EQUITY</b>		
<b>LIABILITIES</b>		
CURRENT LIABILITIES:		
Accounts payable	\$ 26,375	\$ 33,474
Federal and state income taxes	2,487	4,777
Lease liabilities	532	573
Accrued liabilities	16,634	16,268
Total current liabilities	46,028	55,092
LEASE LIABILITIES - NON-CURRENT	9,877	2,790
OTHER NON-CURRENT LIABILITIES	940	940
Total liabilities	56,845	58,822
COMMITMENTS AND CONTINGENCIES		
<b>STOCKHOLDERS' EQUITY</b>		
Common stock, \$1 par value:		
Authorized: 12,000,000 shares		
Issued: 7,440,518 shares		
	\$ 7,441	\$ 7,441
Paid-in capital	13,256	12,438
Retained earnings	341,831	367,627
Accumulated other comprehensive income	71	154
	362,599	387,660
Treasury stock, at cost	12,909	13,312
Total stockholders' equity	349,690	374,348
	<u>\$ 406,535</u>	<u>\$ 433,170</u>

The accompanying notes are an integral part of the condensed consolidated financial statements.

[Table of Contents](#)

NATIONAL PRESTO INDUSTRIES, INC. AND SUBSIDIARIES  
CONSOLIDATED STATEMENTS OF COMPREHENSIVE INCOME  
Three and Six Months Ended July 4, 2021 and June 28, 2020  
(Unaudited)  
(In thousands except per share data)

	Three Months Ended		Six Months Ended	
	2021	2020	2021	2020
Net sales	\$ 87,118	\$ 87,132	\$ 168,145	\$ 152,768
Cost of sales	69,443	65,389	132,109	114,908
Gross profit	17,675	21,743	36,036	37,860
Selling and general expenses	6,291	6,360	13,655	13,154
Intangibles amortization	54	54	108	114
Operating profit	11,330	15,329	22,273	24,592
Other income	565	953	1,265	2,220
Earnings before provision for income taxes	11,895	16,282	23,538	26,812
Provision for income taxes	2,603	3,625	5,253	5,933
Net earnings	\$ 9,292	\$ 12,657	\$ 18,285	\$ 20,879
Weighted average shares outstanding:				
Basic and diluted	7,060	7,038	7,057	7,034
Net Earnings per share:				
Basic and diluted	\$ 1.32	\$ 1.80	\$ 2.59	\$ 2.97
Comprehensive income:				
Net earnings	\$ 9,292	\$ 12,657	\$ 18,285	\$ 20,879
Other comprehensive income, net of tax:				
Unrealized (loss) gain on available-for-sale securities	(34)	65	(83)	158
Comprehensive income	\$ 9,258	\$ 12,722	\$ 18,202	\$ 21,037
Cash dividends declared and paid per common share	\$ 0.00	\$ 0.00	\$ 6.25	\$ 6.00

The accompanying notes are an integral part of the condensed consolidated financial statements.

[Table of Contents](#)

NATIONAL PRESTO INDUSTRIES, INC. AND SUBSIDIARIES  
CONSOLIDATED STATEMENTS OF CASH FLOWS  
Six Months Ended July 4, 2021 and June 28, 2020  
(Unaudited)  
(Dollars in thousands)

	2021	2020
Cash flows from operating activities:		
Net earnings	\$ 18,285	\$ 20,879
Adjustments to reconcile net earnings to net cash provided by operating activities:		
Provision for depreciation	1,357	1,386
Intangibles amortization	108	114
Non-cash retirement plan expense	402	193
Other	168	350
Changes in operating accounts:		
Accounts receivable, net	3,797	(10,915)
Inventories	(7,634)	(3,808)
Other assets and current assets	(1,357)	(9,882)
Accounts payable and accrued liabilities	(6,733)	11,293
Federal and state income taxes	(2,290)	5,023
Net cash provided by operating activities	<u>6,103</u>	<u>14,633</u>
Cash flows from investing activities:		
Marketable securities purchased	-	(38,084)
Marketable securities - maturities and sales	26,410	18,635
Purchase of property, plant and equipment	(1,956)	(733)
Net cash provided by (used in) investing activities	<u>24,454</u>	<u>(20,182)</u>
Cash flows from financing activities:		
Dividends paid	(44,083)	(42,172)
Proceeds from sale of treasury stock	572	528
Other	(30)	(27)
Net cash used in financing activities	<u>(43,541)</u>	<u>(41,671)</u>
Net decrease in cash and cash equivalents	(12,984)	(47,220)
Cash and cash equivalents at beginning of period	86,036	79,579
Cash and cash equivalents at end of period	<u>\$ 73,052</u>	<u>\$ 32,359</u>

The accompanying notes are an integral part of the condensed consolidated financial statements.

[Table of Contents](#)

NATIONAL PRESTO INDUSTRIES, INC. AND SUBSIDIARIES  
CONSOLIDATED STATEMENTS OF STOCKHOLDERS' EQUITY  
Three and Six Months Ended July 4, 2021 and June 28, 2020  
(Unaudited)  
(In thousands except per share data)

	Shares of Common Stock Outstanding Net of Treasury Shares	Common Stock	Paid-in Capital	Retained Earnings	Accumulated Comprehensive Income (Loss)	Treasury Stock	Total
Balance March 29, 2020	7,016	\$ 7,441	\$ 11,728	\$ 328,892	\$ 229	\$ (13,600)	\$ 334,690
Net earnings				12,657			12,657
Unrealized gain on available-for-sale securities, net of tax					65		65
Other	3		195		-	88	283
Balance June 28, 2020	<u>7,019</u>	<u>\$ 7,441</u>	<u>\$ 11,923</u>	<u>\$ 341,549</u>	<u>\$ 294</u>	<u>\$ (13,512)</u>	<u>\$ 347,695</u>
Balance April 4, 2021	7,036	\$ 7,441	\$ 13,006	\$ 332,538	\$ 105	\$ (12,971)	\$ 340,119
Net earnings				9,292			9,292
Unrealized loss on available-for-sale securities, net of tax					(34)		(34)
Other	2		250	1		62	313
Balance July 4, 2021	<u>7,038</u>	<u>\$ 7,441</u>	<u>\$ 13,256</u>	<u>\$ 341,831</u>	<u>\$ 71</u>	<u>\$ (12,909)</u>	<u>\$ 349,690</u>

	Shares of Common Stock Outstanding Net of Treasury Shares	Common Stock	Paid-in Capital	Retained Earnings	Accumulated Comprehensive Income (Loss)	Treasury Stock	Total
Balance December 31, 2019	7,006	\$ 7,441	\$ 11,447	\$ 362,842	\$ 136	\$ (13,909)	\$ 367,957
Net earnings				20,879			20,879
Unrealized gain on available-for-sale securities, net of tax					158		158
Dividends paid March 13, \$1.00 per share regular, \$5.00 per share extra				(42,172)			(42,172)
Other	13		476	-	-	397	873
Balance June 28, 2020	<u>7,019</u>	<u>\$ 7,441</u>	<u>\$ 11,923</u>	<u>\$ 341,549</u>	<u>\$ 294</u>	<u>\$ (13,512)</u>	<u>\$ 347,695</u>
Balance December 31, 2020	7,025	\$ 7,441	\$ 12,438	\$ 367,627	\$ 154	\$ (13,312)	\$ 374,348
Net earnings				18,285			18,285
Unrealized loss on available-for-sale securities, net of tax					(83)		(83)
Dividends paid March 15, \$1.00 per share regular, \$5.25 per share extra				(44,083)			(44,083)
Other	13		818	2		403	1,223
Balance July 4, 2021	<u>7,038</u>	<u>\$ 7,441</u>	<u>\$ 13,256</u>	<u>\$ 341,831</u>	<u>\$ 71</u>	<u>\$ (12,909)</u>	<u>\$ 349,690</u>

The accompanying notes are an integral part of the Condensed Consolidated Financial Statements.

NATIONAL PRESTO INDUSTRIES, INC. AND SUBSIDIARIES  
NOTES TO CONDENSED CONSOLIDATED FINANCIAL STATEMENTS  
(Unaudited)

NOTE A – BASIS OF PRESENTATION

The consolidated interim financial statements included herein are unaudited and have been prepared by the Company pursuant to the rules and regulations of the United States Securities and Exchange Commission (“SEC”). In the opinion of management of the Company, the consolidated interim financial statements reflect all of the adjustments which were of a normal recurring nature necessary for a fair presentation of the results of the interim periods. The condensed consolidated balance sheet as of December 31, 2020 is summarized from audited consolidated financial statements, but does not include all the disclosures contained therein and should be read in conjunction with the 2020 Annual Report on Form 10-K. Interim results for the period are not indicative of those for the year.

NOTE B – GENERAL

Government responses to the COVID-19 virus have impacted worldwide economic activity. The Company continues to monitor the impact of the pandemic on all aspects of its business, including effects on employees, customers, suppliers, and the global economy and will adjust procedures accordingly. All of the Company’s businesses are deemed essential and as a result, all have been and are currently operating. The COVID-19 related edicts and guidelines continue to affect each segment in a variety of fashions, which include material and labor shortages, contributing to increased material and labor costs as well as difficulty in securing needed products and components; congestion throughout the supply chain resulting in sizable delays; increased absenteeism; limited opportunities to meet with customers/suppliers; as well as inefficiencies inherent from working at home. The extent to which the various responses to the COVID-19 pandemic impact the Company’s business for the remainder of 2021 and beyond will depend on future developments that are highly uncertain and cannot be predicted.

In response to the government mandated COVID-19 shutdowns, the Coronavirus Aid, Relief, and Economic Security Act (“CARES Act”) was signed into law on March 27, 2020. The CARES Act, among other things, includes tax provisions relating to refundable payroll tax credits, deferment of employer’s social security payments, net operating loss utilization and carryback periods, modifications to the net interest deduction limitations and technical corrections to tax depreciation methods for qualified improvement property (QIP). The CARES Act did not have a material impact on the Company’s income tax provision for the three months or six months ended July 4, 2021.

NOTE C – REVENUES

The Company’s revenues are derived from short-term contracts and programs that are typically completed within 3 to 24 months and are recognized in accordance with Financial Accounting Standard Board (“FASB”) Accounting Standard Codification (“ASC”) Topic 606, *Revenue from Contracts with Customers*. The Company’s contracts generally contain one or more performance obligations: the physical delivery of distinct ordered product or products. The Company provides an assurance type product warranty on its products to the original owner. In addition, for the Housewares/Small Appliances segment, the Company estimates returns of seasonal products and returns of newly introduced products sold with a return privilege. Stand-alone selling prices are set forth in each contract and are used to allocate revenue to the corresponding performance obligations. For the Housewares/Small Appliances segment, contracts include variable consideration, as the prices are subject to customer allowances, which principally consist of allowances for cooperative advertising, defective product, and trade discounts. Customer allowances are generally allocated to the performance obligations based on budgeted rates agreed upon with customers, as well as historical experience, and yield the Company’s best estimate of the expected value for the variable consideration.

The Company’s contracts in the Defense segment are primarily with the U.S. Department of Defense (DOD) and DOD prime contractors. As a consequence, this segment’s business essentially depends on the product needs and governmental funding of the DOD. Substantially all of the work performed by the Defense segment directly or indirectly for the DOD is performed on a fixed-price basis. Under fixed-price contracts, the price paid to the contractor is awarded based on competition at the outset of the contract and therefore, with the exception of limited escalation provisions on specific materials, is generally not subject to any adjustments reflecting the actual costs incurred by the contractor.

For the Housewares/Small Appliance segment, revenue is generally recognized as the completed, ordered product is shipped to the customer from the Company’s warehouses. For the relatively few situations in which revenue should be recognized when product is received by the customer, the Company adjusts revenue accordingly. For the Defense segment, revenue is primarily recognized when the customer has legal title and formally documents that it has accepted the products. There are also certain termination clauses in Defense segment contracts that may give rise to an over-time pattern of recognition of revenue in the absence of alternative use of the product. In some situations, the customer may obtain legal title and accept the products at the Company’s facilities, arranging for transportation at a later date, typically in one to four weeks. The Company does not consider the short-term storage of the customer owned products to be a material performance obligation, and no part of the transaction price is allocated to it.



[Table of Contents](#)

The timing of revenue recognition, billings, and cash collections results in billed accounts receivable, and customer advances and deposits (contract liabilities) on the Company's Condensed Consolidated Balance Sheets. For the Defense segment, the Company occasionally receives advances or deposits from certain customers before revenue is recognized, resulting in contract liabilities. These advances or deposits do not represent a significant financing component. As of July 4, 2021 and December 31, 2020, \$1,760,000 and \$4,723,000, respectively, of contract liabilities were included in Accounts Payable on the Company's Condensed Consolidated Balance Sheets. The Company recognized revenue of \$3,106,000 during the six-month period ended July 4, 2021 that was included in the Defense segment contract liability at the beginning of that period. The Company monitors its estimates of variable consideration, which includes customer allowances for cooperative advertising, defective product, and trade discounts, and returns of seasonal and newly introduced product, all of which pertain to the Housewares/Small Appliances segment, and periodically makes cumulative adjustments to the carrying amounts of these contract liabilities as appropriate. During the three and six month periods ended July 4, 2021 and June 28, 2020, the Company reduced its estimate of returns of seasonal and newly introduced product by \$138,000 and \$421,000, respectively. There were no other material adjustments to the aforementioned estimates. There were no amounts of revenue recognized during the same periods related to performance obligations satisfied in a previous period. The portion of contract transaction prices allocated to unsatisfied performance obligations, also known as the contract backlog, in the Company's Defense segment were \$424,686,000 and \$320,214,000 as of July 4, 2021 and December 31, 2020, respectively. The Company anticipates that the unsatisfied performance obligations (contract backlog) will be fulfilled in an 18 to 24-month period. The performance obligations in the Housewares/Small Appliances segment have original expected durations of less than one year.

The Company's principal sources of revenue are derived from three segments: Housewares/Small Appliance, Defense, and Safety, as shown in Note E. Management utilizes the performance measures by segment to evaluate the financial performance of and make operating decisions for the Company.

**NOTE D – EARNINGS PER SHARE**

Basic earnings per share is based on the weighted average number of common shares and participating securities outstanding during the period. Diluted earnings per share also includes the dilutive effect of additional potential common shares issuable. Unvested stock awards, which contain non-forfeitable rights to dividends whether paid or unpaid ("participating securities"), are included in the number of shares outstanding for both basic and diluted earnings per share calculations.

**NOTE E – BUSINESS SEGMENTS**

In the following summary, operating profit represents earnings before other income and income taxes. The Company's segments operate discretely from each other with no shared owned or leased manufacturing facilities. Costs associated with corporate activities (such as cash and marketable securities management) and the assets associated with such activities are included within the Housewares/Small Appliances segment for all periods presented.

(in thousands)

	Housewares /			
	Small Appliances	Defense	Safety	Total
<b>Quarter ended July 4, 2021</b>				
External net sales	\$ 23,200	\$ 63,799	\$ 119	\$ 87,118
Gross profit (loss)	1,300	16,607	(232)	17,675
Operating profit (loss)	(1,593)	14,111	(1,188)	11,330
Total assets	208,250	175,369	22,916	406,535
Depreciation and amortization	302	374	58	734
Capital expenditures	210	611	11	832

<b>Quarter ended June 28, 2020</b>				
External net sales	\$ 26,044	\$ 61,030	\$ 58	\$ 87,132
Gross profit (loss)	5,459	16,666	(382)	21,743
Operating profit (loss)	2,408	14,256	(1,335)	15,329
Total assets	213,866	172,314	20,140	406,320
Depreciation and amortization	242	430	74	746
Capital expenditures	119	170	87	376

(in thousands)

	Housewares /			
	Small Appliances	Defense	Safety	Total
<b>Six Months Ended July 4, 2021</b>				
External net sales	\$ 49,705	\$ 118,254	\$ 186	\$ 168,145
Gross profit (loss)	6,091	30,511	(566)	36,036
Operating profit (loss)	(632)	25,356	(2,451)	22,273
Total assets	208,250	175,369	22,916	406,535
Depreciation and amortization	593	755	117	1,465
Capital expenditures	340	1,510	106	1,956

<b>Six Months Ended June 28, 2020</b>				
External net sales	\$ 45,856	\$ 106,810	102	\$ 152,768
Gross profit (loss)	8,723	29,913	(776)	37,860
Operating profit (loss)	2,354	24,925	(2,687)	24,592
Total assets	213,866	172,314	20,140	406,320
Depreciation and amortization	479	861	160	1,500
Capital expenditures	325	321	87	733

**NOTE F - FAIR VALUE OF FINANCIAL INSTRUMENTS**

The Company utilizes the methods of fair value as described in FASB ASC 820, *Fair Value Measurements and Disclosures*, to value its financial assets and liabilities. ASC 820 utilizes a three-tier fair value hierarchy which prioritizes the inputs used in measuring fair value. These tiers include: Level 1, defined as observable inputs such as quoted prices in active markets; Level 2, defined as inputs other than quoted prices in active markets that are either directly or indirectly observable; and Level 3, defined as unobservable inputs in which little or no market data exists, therefore requiring an entity to develop its own assumptions.

The carrying amounts for cash and cash equivalents, accounts receivable, notes receivable, accounts payable, and accrued liabilities approximate fair value due to the immediate or short-term maturity of these financial instruments. See Note G for fair value information on marketable securities.

**NOTE G - CASH, CASH EQUIVALENTS AND MARKETABLE SECURITIES**

The Company considers all highly liquid marketable securities with an original maturity of three months or less to be cash equivalents. Cash equivalents include money market funds. The Company deposits its cash in high quality financial institutions. The balances, at times, may exceed federally insured limits. Money market funds are reported at fair value determined using quoted prices in active markets for identical securities (Level 1, as defined by FASB ASC 820).

The Company has classified all marketable securities as available-for-sale which requires the securities to be reported at estimated fair value, with unrealized gains and losses, net of tax, reported as a separate component of stockholders' equity. Highly liquid, tax-exempt variable rate demand notes with put options exercisable in three months or less are classified as marketable securities.

At July 4, 2021 and December 31, 2020, cost for marketable securities was determined using the specific identification method. A summary of the amortized costs and fair values of the Company's marketable securities at the end of the periods presented is shown in the following table. All of the Company's marketable securities are classified as Level 2, as defined by

[Table of Contents](#)

FASB ASC 820, with fair values determined using significant other observable inputs, which include quoted prices in markets that are not active, quoted prices of similar securities, recently executed transactions, broker quotations, and other inputs that are observable.

	(In Thousands)			
	MARKETABLE SECURITIES			
	Amortized Cost	Fair Value	Gross Unrealized Gains	Gross Unrealized Losses
<b>July 4, 2021</b>				
Tax-exempt Municipal Bonds	\$ 16,835	\$ 16,925	\$ 90	\$ -
Variable Rate Demand Notes	25,540	25,540	-	-
Total Marketable Securities	\$ 42,375	\$ 42,465	\$ 90	\$ -
<b>December 31, 2020</b>				
Tax-exempt Municipal Bonds	\$ 42,817	\$ 43,013	\$ 196	\$ -
Variable Rate Demand Notes	25,968	25,968	-	-
Total Marketable Securities	\$ 68,785	\$ 68,981	\$ 196	\$ -

Proceeds from maturities and sales of available-for-sale securities totaled \$9,459,000 and \$9,524,000 for the three month periods ended July 4, 2021 and June 28, 2020, respectively, and totaled \$26,410,000 and \$18,635,000 for the six month periods then ended, respectively. There were no gross gains or losses related to sales of marketable securities during the same periods. Net unrealized (losses) gains included in other comprehensive income were (\$44,000) and \$82,000 before taxes for the three month periods ended July 4, 2021 and June 28, 2020, respectively and were (\$106,000) and \$200,000 before taxes for the six month periods then ended, respectively. No unrealized gains or losses were reclassified out of accumulated other comprehensive income during the same periods.

The contractual maturities of the marketable securities held at July 4, 2021 are as follows: \$14,149,000 within one year; \$2,775,000 beyond one year to five years; \$4,290,000 beyond five years to ten years, and \$21,251,000 beyond ten years. All of the instruments in the beyond five year ranges are variable rate demand notes which can be tendered for cash at par plus interest within seven days. Despite the stated contractual maturity date, to the extent a tender is not honored, the notes become immediately due and payable.

**NOTE H – OTHER ASSETS**

Other Assets includes prepayments that are made from time to time by the Company for certain materials used in the manufacturing process in the Housewares/Small Appliances segment. The Company expects to utilize the prepayments and related materials over an estimated period of two years. As of July 4, 2021 and December 31, 2020, \$10,596,000 and \$11,217,000 of such prepayments, respectively, remained unused and outstanding. At July 4, 2021 and December 31, 2020, \$4,581,000 and \$4,311,000 of those payments, respectively were included in Other Current Assets, representing the Company's best estimate of the expected utilization of the prepayments and related materials during the twelve-month periods following those dates.

**NOTE I – LEASES**

The Company accounts for leases under ASC *Topic 842, Leases*. The Company's leasing activities include roles as both lessee and lessor. As lessee, the Company's primary leasing activities include buildings and structures to support its manufacturing operations at one location in its Defense segment, and warehouse space and equipment to support its distribution center operations in its Housewares/Small Appliances segment. As lessor, the Company's primary leasing activity is comprised of manufacturing and office space located adjacent to its corporate offices. All of the Company's leases are classified as operating leases.

The Company's leases as lessee in its Defense segment provide for variable lease payments that are based on changes in the Consumer Price Index. As lessor, the Company's primary lease also provides for variable lease payments that are based on changes in the Consumer Price Index, as well as on increases in costs of insurance, real estate taxes, and utilities related to the leased space. Generally, all of the Company's lease contracts include options for extensions and early terminations. The majority of lease terms of the Company's lease contracts recognized on the balance sheet reflect extension options, while none reflect early termination options.

[Table of Contents](#)

The Company has determined that the rates implicit in its leases are not readily determinable and therefore, estimates its incremental borrowing rates utilizing quotes from financial institutions for real estate and equipment, as applicable, over periods of time similar to the terms of its leases. The Company has entered into various short-term (12 months or less) leases as lessee and has elected a non-recognition accounting policy, as permitted by ASC *Topic 842*.

	3 Months Ending July 4, 2021	3 Months Ending June 28, 2020	6 Months Ending July 4, 2021	6 Months Ending June 28, 2020
<b>Summary of Lease Cost (in thousands)</b>				
Operating lease cost	\$ 249	\$ 183	\$ 434	\$ 361
Short-term and variable lease cost	50	108	160	206
Total lease cost	<u>\$ 299</u>	<u>\$ 291</u>	<u>\$ 594</u>	<u>\$ 567</u>

Operating cash used for operating leases was \$299,000 and \$594,000 for the three and six months ended July 4, 2021, respectively. The weighted-average remaining lease term was 22.9 years, and the weighted-average discount rate was 4.6% as of July 4, 2021.

Maturities of operating lease liabilities are as follows:

Years ending December 31:	(In thousands)
2021 (remaining six months)	\$ 397
2022	805
2023	679
2024	629
2025	621
Thereafter	14,684
Total lease payments	<u>\$ 17,815</u>
Less: future interest expense	7,406
Lease liabilities	<u>\$ 10,409</u>

Lease income from operating lease payments was \$464,000 and \$463,000 for the quarters ended July 4, 2021 and June 28, 2020, respectively. Undiscounted cash flows provided by lease payments are expected as follows:

Years ending December 31:	(In thousands)
2021 (remaining six months)	\$ 933
2022	1,843
2023	1,837
2024	1,837
2025	1,837
Thereafter	12,859
Total lease payments	<u>\$ 21,146</u>

The Company considers risk associated with the residual value of its leased real property to be low, given the nature of the long-term lease agreement, the Company's ability to control the maintenance of the property, and the creditworthiness of the lessee. The residual value risk is further mitigated by the long-lived nature of the property, and the propensity of such assets to hold their value or, in some cases, appreciate in value.

**NOTE J – COMMITMENTS AND CONTINGENCIES**

The Company is involved in largely routine litigation incidental to its business. Management believes the ultimate outcome of the litigation will not have a material effect on the Company's consolidated financial position, liquidity, or results of operations.

In the state of Mississippi, inventory that is shipped out of state that is held in a licensed Free Port Warehouse is exempt from personal property taxes. One of the Company's subsidiaries operates in Hinds County, Mississippi. That subsidiary has submitted its Hinds County Free Port Warehouse tax filing for approximately 40 years. Each year, the county then assessed the subsidiary in accordance with the Company's filing. However, in June 2020, the Hinds County tax assessor notified the Company that the county had no record of a Free Port Warehouse License and issued an assessment totaling \$2,506,000, reflecting personal property tax going back seven years. The Company intends to vigorously fight the assessment, and does not consider the ultimate payment of the taxes to be probable. Accordingly, as prescribed by ASC 450 - *Contingencies*, no accrual has been recorded on the Company's consolidated financial statements as of July 4, 2021.

**NOTE K – RECENTLY ISSUED ACCOUNTING PRONOUNCEMENTS**

In December 2019, the FASB issued ASU No. 2019-12, *Simplifying the Accounting for Income Taxes*, which is intended to simplify the accounting for income taxes by removing certain exceptions to the general principles of ASC 740, *Income Taxes*, and providing for simplification in several other areas. The standard became effective for fiscal years beginning after December 15, 2020. The adoption of ASU 2019-12 did not have a material impact on the Company's consolidated financial statements.

**NOTE L - REVISION TO PRIOR PERIOD FINANCIAL STATEMENTS**

During the course of preparing the quarterly report on Form 10-Q for the quarter ended July 4, 2021, the Company identified a misstatement related to the termination and recognition of various leases in the Company's Defense segment for the quarter ended April 4, 2021, filed on Form 10-Q on May 14, 2021.

Under ASC *Topic 842, Leases*, lessees are required to recognize a lease liability and a right-of-use asset for all leases, with certain exceptions. For the quarter ended April 4, 2021, the Company failed to recognize a change in its lease liabilities and right-of-use assets for various terminated and new leases in its Defense segment. The Company estimates that its total Lease Liabilities and Right-of-Use assets were understated by \$7,430,000 as of April 4, 2021.

The effect of the revision on specific line items in the Company's previously issued unaudited financial statements for the quarter ended April 4, 2021 is as follows:

As of April 4, 2021 (in 000s)	As Reported		Revision		If Revised	
Right-of-Use Lease Assets	\$	3,223	\$	7,430	\$	10,653
Total Assets	\$	395,231	\$	7,430	\$	402,661
Lease Liabilities – Non-Current	\$	2,642	\$	7,430	\$	10,072
Total Liabilities	\$	55,112	\$	7,430	\$	62,542
Total Liabilities and Stockholders' Equity	\$	395,231	\$	7,430	\$	402,661

**NOTE M - SUBSEQUENT EVENT**

On August 10, 2021, severe weather caused damage to one of the buildings located at the Company's Janesville, Wisconsin operating facility, as well as to inventory, equipment and tooling located within the building. The Company is currently assessing the extent of the damage and is working with its insurance company to file the necessary claims.

**ITEM 2. MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL CONDITION AND RESULTS OF OPERATIONS**

Forward-looking statements in this Management's Discussion and Analysis of Financial Condition and Results of Operations, elsewhere in this Form 10-Q, in the Company's 2020 Annual Report to Shareholders, in the Proxy Statement for the 2021 annual meeting, and in the Company's press releases and oral statements made with the approval of an authorized executive officer are made pursuant to the safe harbor provisions of the Private Securities Litigation Reform Act of 1995. There are certain important factors that could cause results to differ materially from those anticipated by some of the statements made herein. Investors are cautioned that all forward-looking statements involve risks and uncertainty. In addition to the factors discussed herein and in the Notes to Consolidated Financial Statements, among the other factors that could cause actual results to differ materially are the following: consumer spending and debt levels; interest rates; continuity of relationships with and purchases by major customers; product mix; the benefit and risk of business acquisitions; competitive pressure on sales and pricing; development and market acceptance of new products; increases in material, freight/shipping, tariffs, or production cost which cannot be recouped in product pricing; delays or interruptions in shipping or production; reliance on third-party suppliers in Asia; shipment of defective product which could result in product liability claims or recalls; work or labor disruptions stemming from a unionized work force; changes in government requirements, military spending, and funding of government contracts, which could result in, among other things, the modification or termination of existing contracts; dependence on subcontractors or vendors to perform as required by contract; the ability of startup businesses to ultimately have the potential to be successful; the efficient start-up and utilization of capital equipment investments; political actions of federal and state governments which could have an impact on everything from the value of the U.S dollar vis-à-vis other currencies to the availability of affordable labor and energy; and security breaches and disruptions to the Company's information technology system. Additional information concerning these and other factors is contained in the Company's Securities and Exchange Commission filings.

**COVID-19 Disclosure**

At the inception of the state COVID-19-related shutdowns, all of the Company's businesses were deemed essential and as a result, did not shutdown. Although the state shutdowns are largely over, CDC guidelines remain in effect resulting in ongoing concerns about the government responses to the COVID-19 virus and in particular, to the Delta and other possible variants. Those guidelines typically require social distancing for the unvaccinated and the wearing of masks. Government payments have ensured that demand for goods is high while removing the incentive to work, which has in turn affected supply and the cost of materials, components, finished goods, labor, and transportation. Those shortages have in turn led to congestion throughout the supply chain that has impacted all of the Company's businesses. As a result of ongoing uncertainties, many external contacts continue to be managed through internet tools like "Zoom." Due to the Company's historical conservative practices, it has no debt and has adequate balances to fund its operations.

The Company has complied with the applicable COVID-19 regulations and CDC guidelines. For individuals not fully vaccinated, both masks and the six-foot social distancing rule continue to be observed in the offices and where practicable in the factories. Where not practicable, barriers are in place between workers. Surfaces are regularly cleaned and disinfected in accordance with guidelines.

The ongoing COVID-19 regulations and guidelines have affected each segment in a variety of ways, which include increased absenteeism; the cancellation of planned trade shows and customer/supplier visits; inefficiencies inherent from working at home; as well as challenges in securing material, components, finished goods, and labor. See "Item 1A. Risk Factors" titled "The COVID-19 or Other Pandemics, Epidemics or Similar Public Health Crises Risks" included in the Company's Annual Report on Form 10-K for year ended December 31, 2020.

**Comparison of Second Quarter 2021 and 2020**

Readers are directed to Note E to the Consolidated Financial Statements, "Business Segments," for data on the financial results of the Company's three business segments for the quarters ended July 4, 2021 and June 28, 2020.

On a consolidated basis, net sales were relatively flat decreasing by \$14,000, gross profit decreased by \$4,068,000 (19%), selling and general expenses decreased by

\$69,000 (1%), and intangibles amortization was flat. Other income decreased by \$388,000 (41%), while earnings before provision for income taxes decreased by \$4,387,000 (27%), and net earnings decreased by \$3,365,000 (27%). Details concerning these changes can be found in the comments by segment below.

Housewares/Small Appliance net sales decreased by \$2,844,000 from \$26,044,000 to \$23,200,000, or 10.9%, primarily attributable to a decrease in shipments. Defense net sales increased by \$2,769,000 from \$61,030,000 to \$63,799,000, or 4.5%, primarily reflecting an increase in shipments.

Housewares/Small Appliance gross profit decreased \$4,159,000 from \$5,459,000 to \$1,300,000, primarily reflecting the decreased sales mentioned above and higher product and freight costs. Defense gross profit decreased \$59,000 from \$16,666,000 to \$16,607,000, primarily reflecting the increase in sales mentioned above, offset by a less favorable mix of products. Due to the startup nature of both businesses in the Safety segment and the resulting limited revenues, gross margins were negative in both years.

## [Table of Contents](#)

Selling and general expenses for the Housewares/Small Appliance segment decreased \$158,000, primarily reflecting the absence of 2020 charges related to a product marketing campaign of \$218,000 and a favorable adjustment to self-insurance reserves of \$110,000 partially offset by higher costs and accruals for health care of \$151,000. Selling and general expenses for the Defense and Safety segments were essentially flat.

The above items were responsible for the change in operating profit.

The \$388,000 decrease in other income was primarily attributable to a decrease in interest income on marketable securities largely stemming from lower yields on a lower average daily investment.

Earnings before provision for income taxes decreased \$4,387,000 from \$16,282,000 to \$11,895,000. The provision for income taxes decreased from \$3,625,000 to \$2,603,000, which resulted in an effective income tax rate of 22%, for both quarters ended July 4, 2021 and June 28, 2020, respectively. Net earnings decreased \$3,365,000 from \$12,657,000 to \$9,292,000, or 27%.

### **Comparison of First Six Months 2021 and 2020**

Readers are directed to Note E to the Consolidated Financial Statements, "Business Segments," for data on the financial results of the Company's three business segments for the first six months ended July 4, 2021 and June 28, 2020.

The Company reports its operations on a fiscal quarter basis in which each quarter contains approximately thirteen weeks and ends on a Sunday, with the exception of the fourth quarter, which ends on December 31. Occasionally, the end dates of the fiscal quarters are adjusted to account for differences that accumulate between the end of the fiscal year and the end of the subsequent first quarter. One such adjustment occurred during the quarter ended April 4, 2021. As compared to the prior year's first six months, the current year's first six months includes five additional days.

On a consolidated basis, sales increased by \$15,377,000 (10%), gross profit decreased by \$1,824,000 (5%), selling and general expenses increased by \$501,000 (4%), and intangibles amortization was essentially flat. Other income decreased by \$955,000 (43%), while earnings before provision for income taxes decreased by \$3,274,000 (12%), and net earnings decreased by \$2,594,000 (12%). Details concerning these changes can be found in the comments by segment below.

Housewares/Small Appliance net sales increased by \$3,849,000 from \$45,856,000 to \$49,705,000, or 8%, primarily attributable to an increase in shipments. Defense net sales increased by \$11,444,000 from \$106,810,000 to \$118,254,000, or 11%, also primarily reflecting an increase in units shipped.

Housewares/Small Appliance gross profit decreased \$2,632,000 from \$8,723,000 to \$6,091,000, primarily reflecting the increase in sales mentioned above offset by increased product and freight costs. Defense gross profit increased \$598,000 from \$29,913,000 to \$30,511,000, primarily reflecting the increase in sales mentioned above partially offset by a less favorable product mix. Due to the startup nature of both businesses in the Safety segment and the resulting limited revenues, gross margins were negative in both years.

Selling and general expenses for the Housewares/Small Appliance segment increased \$354,000, primarily reflecting higher costs and accruals for health care of \$428,000 and increased accruals for insurance of \$326,000, partially offset by the absence of 2020 charges related to a product marketing campaign of \$523,000. Selling and general expenses for the Defense segment increased \$167,000, primarily reflecting an increase in employee compensation and health care costs. Safety segment selling and general expenses were essentially flat.

The above items were responsible for the change in operating profit.

The \$955,000 decrease in other income was primarily attributable to a decrease in interest income on marketable securities stemming from lower yields on a lower average daily investment.

Earnings before provision for income taxes decreased \$3,274,000 from \$26,812,000 to \$23,538,000. The provision for income taxes decreased from \$5,933,000 to \$5,253,000, which resulted in an effective income tax rate of 22% in 2021 and in 2020. Net earnings decreased \$2,594,000 from \$20,879,000 to \$18,285,000, or 12%.

### **Liquidity and Capital Resources**

Net cash provided by operating activities was \$6,103,000 and \$14,633,000 for the six months ended July 4, 2021 and June 28, 2020, respectively. The principal factors contributing to the decrease can be found in the changes in the components of working capital within the Consolidated Statements of Cash Flows. Of particular note during the first six months of 2021 were net earnings of \$18,285,000, which included non-cash depreciation and amortization expenses of \$1,465,000. Also contributing to the cash provided was a decrease in accounts receivable levels stemming from cash collections on customer sales, partially offset by increased inventory levels, a net increase in deposits made to vendors included in other assets and current assets, and a net decrease in accounts payable and accrual levels. Of particular note during the first six months of 2020 were net earnings of \$20,879,000, which included non-cash depreciation and amortization expenses of \$1,500,000. Also contributing to the cash provided was a net increase in payable and accrual levels, partially offset by increased inventory levels, deposits made to vendors included in other assets and other current assets, and an increase in accounts receivable levels.

Net cash provided by investing activities was \$24,454,000 during the first six months of 2021 as compared to \$20,182,000 used in investing activities during the first six months of 2020. Significant factors contributing to the change were maturities and sales of marketable securities in 2021 of \$26,410,000, in contrast with net purchases of marketable securities in 2020 of \$19,449,000. Also contributing to the change in cash was an increase in the purchase of property, plant, and equipment in 2021.

Net cash used in financing activities was \$43,541,000 and \$41,671,000, for the first six months of 2021 and 2020, respectively, and primarily relate to the annual dividend payments. The extra dividend increased from \$5.00 per share in 2020 to \$5.25 per share in 2021. Cash flows for both six-month periods also reflected the proceeds from the sale of treasury stock to a Company sponsored retirement plan.

Working capital decreased by \$24,349,000 during the first six months of 2021 to \$277,799,000 at July 4, 2021 for the reasons stated above. The Company's current ratio was 7.0 to 1.0 at July 4, 2021 and 6.5 to 1.0 at December 31, 2020.

The Company expects to continue to evaluate acquisition opportunities that align with its business segments and will make further acquisitions, as well as continue to make capital investments in its business segments per existing authorized projects and for additional projects, if the appropriate return on investment is projected.

The Company has substantial liquidity in the form of cash and cash equivalents and marketable securities to meet all of its anticipated capital requirements, to make dividend payments, and to fund future growth through acquisitions and other means. The bulk of its marketable securities are invested in the tax exempt variable rate demand notes described above and in fixed rate municipal notes and bonds. The Company intends to continue its investment strategy of safety and short-term liquidity throughout its investment holdings.

## **Critical Accounting Policies**

The preparation of the Company's Consolidated Financial Statements in accordance with accounting principles generally accepted in the United States requires management to make certain estimates and assumptions that affect the amount of reported assets and liabilities and disclosure of contingent assets and liabilities at the date of the Consolidated Financial Statements and revenues and expenses during the periods reported. Actual results may differ from those estimates. The Company reviewed the development and selection of the critical accounting policies and believes the following are the most critical accounting policies that could have an effect on the Company's reported results. These critical accounting policies and estimates have been reviewed with the Audit Committee of the Board of Directors.

### Inventories

New Housewares/Small Appliance product introductions are an important part of the Company's sales to offset the morbidity rate of other Housewares/Small Appliance products. New products entail unusual risks and have occasionally in the past resulted in losses related to obsolete or excess inventory as a result of low or diminishing demand for a product. There were no such obsolescence issues that had a material effect during the current period in the Housewares/Small Appliance and Safety segments, and accordingly, the Company did not record a reserve for obsolete product. In the future should product demand issues arise, the Company may incur losses related to the obsolescence of the related inventory. Inventory risk for the Company's Defense segment is not deemed to be significant, as products are largely built pursuant to customers' specific orders.

### Self-Insured Product Liability and Health Insurance

The Company is subject to product liability claims in the normal course of business and is self-insured for health care costs, although it does carry stop loss and other insurance to cover claims once a health care claim reaches a specified threshold. The Company's insurance coverage varies from policy year to policy year, and there are typically limits on all types of insurance coverage, which also vary from policy year to policy year. Accordingly, the Company records an accrual for known claims and incurred but not reported claims, including an estimate for related legal fees in the Company's Consolidated Financial Statements. The Company utilizes historical trends and other analysis to assist in determining the appropriate accrual. There are no known claims that would have a material adverse impact on the Company beyond the reserve levels that have been accrued and recorded on the Company's books and records. An increase in the number or magnitude of claims could have a material impact on the Company's financial condition and results of operations.



[Table of Contents](#)

Revenues

Sales are recorded net of discounts and returns for the Housewares/Small Appliance segment. Sales discounts and returns are key aspects of variable consideration, which is a significant estimate utilized in revenue recognition. Sales returns pertain primarily to warranty returns, returns of seasonal items, and returns of those newly introduced products sold with a return privilege. The calculation of warranty returns is based in large part on historical data, while seasonal and new product returns are primarily developed using customer provided information.

Impairment and Valuation of Long-lived Assets

The Company reviews long-lived assets for impairment whenever events or changes in circumstances indicate that the related carrying amounts may not be recoverable. Long-lived assets consist of property, plant and equipment and intangible assets. Determining whether an impairment has occurred typically requires various estimates and assumptions, including determining which cash flows are directly related to the potentially impaired asset, the useful life over which cash flows will occur, the amounts of the cash flows and the asset's residual value, if any. In turn, measurement of an impairment loss requires a determination of fair value, which is based on the best information available. The Company uses internal discounted cash flows estimates, quoted market prices when available and independent appraisals, as appropriate, to determine fair value. The Company derives the required cash flow estimates from its historical experience and its internal business plans.

ITEM 3. QUANTITATIVE AND QUALITATIVE DISCLOSURES ABOUT MARKET RISK

The Company's interest income on cash equivalents and marketable securities is affected by changes in interest rates in the United States. Cash equivalents primarily consist of money market funds. Based on the accounting profession's interpretation of cash equivalents under FASB ASC Topic 230, the Company's seven-day variable rate demand notes are classified as marketable securities rather than as cash equivalents. The demand notes are highly liquid instruments with interest rates set every seven days that can be tendered to the trustee or remarketer upon seven days notice for payment of principal and accrued interest amounts. The seven-day tender feature of these variable rate demand notes is further supported by an irrevocable letter of credit from highly rated U.S. banks. To the extent a bond is not remarketed at par plus accrued interest, the difference is drawn from the bank's letter of credit. The Company has had no issues tendering these notes to the trustees or remarketers. Other than a failure of a major U.S. bank, there are no risks of which the Company is aware that relate to these notes in the current market. The balance of the Company's investments is held primarily in fixed and variable rate municipal bonds with a weighted average life of 0.5 years. Accordingly, changes in interest rates have not had a material effect on the Company, and the Company does not anticipate that future exposure to interest rate market risk will be material. The Company uses sensitivity analysis to determine its exposure to changes in interest rates.

The Company has no history of, and does not anticipate in the future, investing in derivative financial instruments. Most transactions with international customers are entered into in U.S. dollars, precluding the need for foreign currency cash flow hedges. As the majority of the Housewares/Small Appliance segment's suppliers are located in China, periodic changes in the U.S. dollar and Chinese Renminbi (RMB) exchange rates do have an impact on that segment's product costs. It is anticipated that any potential material impact from fluctuations in the exchange rate will be to the cost of products secured via purchase orders issued subsequent to the revaluation.

ITEM 4. CONTROLS AND PROCEDURES

Evaluation of Disclosure Controls and Procedures

The Company's management, including the Chief Executive Officer and Treasurer (principal financial officer), conducted an evaluation of the effectiveness of the design and operation of the Company's disclosure controls and procedures pursuant to Rule 13a-15 under the Securities Exchange Act of 1934 (the "1934 Act") as of July 4, 2021. Based on that evaluation, the Company's Chief Executive Officer and Treasurer (principal financial officer) concluded that the Company's disclosure controls and procedures were effective as of that date.

There were no changes to internal controls over financial reporting during the quarter ended July 4, 2021 that have materially affected or are reasonably likely to materially affect, the Company's internal control over financial reporting.

PART II - OTHER INFORMATION

Item 1. Legal Proceedings

See Note J to the Consolidated Financial Statements set forth under Part I - Item 1 above.

[Table of Contents](#)

Item 6. Exhibits

Exhibit 3(i)	<a href="#">Restated Articles of Incorporation - incorporated by reference from Exhibit 3 (i) of the Company's annual report on Form 10-K for the year ended December 31, 2005</a>
Exhibit 3(ii)	<a href="#">By-Laws - incorporated by reference from Exhibit 3 (ii) of the Company's current report on Form 8-K dated July 6, 2007</a>
Exhibit 9.1	<a href="#">Voting Trust Agreement - incorporated by reference from Exhibit 9 of the Company's quarterly report on Form 10-Q for the quarter ended July 6, 1997</a>
Exhibit 9.2	<a href="#">Voting Trust Agreement Amendment - incorporated by reference from Exhibit 9.2 of the Company's annual report on Form 10-K for the year ended December 31, 2008</a>
Exhibit 31.1	<a href="#">Certification of the Chief Executive Officer pursuant to Section 302 of the Sarbanes-Oxley Act of 2002</a>
Exhibit 31.2	<a href="#">Certification of the Treasurer pursuant to Section 302 of the Sarbanes-Oxley Act of 2002</a>
Exhibit 32.1	<a href="#">Certification of the Chief Executive Officer pursuant to Section 906 of the Sarbanes-Oxley Act of 2002</a>
Exhibit 32.2	<a href="#">Certification of the Treasurer pursuant to Section 906 of the Sarbanes-Oxley Act of 2002</a>
Exhibit 101.INS	eXtensible Business Reporting Language (XBRL) Instance Document - the instance document does not appear in the Interactive Data File because its XBRL tags are embedded within the Inline XBRL document.
Exhibit 101.SCH	Inline XBRL Taxonomy Extension Schema Document
Exhibit 101.CAL	Inline XBRL Taxonomy Calculation Linkbase Document
Exhibit 101.DEF	Inline XBRL Taxonomy Extension Definition Linkbase Document
Exhibit 101.LAB	Inline XBRL Taxonomy Extension Label Linkbase Document
Exhibit 101.PRE	Inline XBRL Taxonomy Extension Presentation Linkbase Document
Exhibit 104	The cover page from this Quarterly Report on Form 10-Q for the quarter ended July 4, 2021, formatted in Inline XBRL and contained in Exhibit 101.INS

SIGNATURES

Pursuant to the requirements of the Securities Exchange Act of 1934, the Registrant has duly caused this report to be signed on its behalf by the undersigned thereunto duly authorized.

NATIONAL PRESTO INDUSTRIES, INC.

/s/ Maryjo Cohen

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Maryjo Cohen, Chair of the Board,  
President, Chief Executive Officer  
(Principal Executive Officer), Director

/s/ David J. Peuse

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David J. Peuse, Director of Financial Reporting and Treasurer, (Principal  
Financial Officer)

Date: August 13, 2021

**CERTIFICATION PURSUANT TO  
18 U.S.C. SECTION 1350,  
AS ADOPTED PURSUANT TO  
SECTION 302 OF THE SARBANES-OXLEY ACT OF 2002**

I, Maryjo Cohen, certify that:

1. I have reviewed this quarterly report on Form 10-Q of National Presto Industries, Inc.;
2. Based on my knowledge, this report does not contain any untrue statement of a material fact or omit to state a material fact necessary to make the statements made, in light of the circumstances under which such statements were made, not misleading with respect to the period covered by this report;
3. Based on my knowledge, the financial statements, and other financial information included in this report, fairly present in all material respects the financial condition, results of operations and cash flows of the registrant as of, and for, the periods presented in this report;
4. The registrant's other certifying officer and I are responsible for establishing and maintaining disclosure controls and procedures (as defined in Exchange Act Rules 13a-15(e) and 15d-15(e)) and internal control over financial reporting (as defined in Exchange Act Rules 13a-15(f) and 15d-15(f)) for the registrant and have:
  - a) designed such disclosure controls and procedures, or caused such disclosure controls and procedures to be designed under our supervision, to ensure that material information relating to the registrant, including its consolidated subsidiaries, is made known to us by others within those entities, particularly during the period in which this report is being prepared;
  - b) designed such internal control over financial reporting, or caused such internal control over financial reporting to be designed under our supervision, to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles;
  - c) evaluated the effectiveness of the registrant's disclosure controls and procedures and presented in this report our conclusions about effectiveness of the disclosure controls and procedures, as of the end of the period covered by this report based on such evaluation; and
  - d) disclosed in this report any change in the registrant's internal control over financial reporting that occurred during the registrant's most recent fiscal quarter (the registrant's fourth fiscal quarter in the case of an annual report) that has materially affected, or is reasonably likely to materially affect, the registrant's internal control over financial reporting; and
5. The registrant's other certifying officer and I have disclosed, based on our most recent evaluation of internal control over financial reporting, to the registrant's auditors and the audit committee of the registrant's board of directors (or persons performing the equivalent functions):
  - a) all significant deficiencies and material weaknesses in the design or operation of internal control over financial reporting which are reasonably likely to adversely affect the registrant's ability to record, process, summarize and report financial information; and
  - b) any fraud, whether or not material, that involves management or other employees who have a significant role in the registrant's internal control over financial reporting.

Date: August 13, 2021

/s/ Maryjo Cohen  
Maryjo Cohen  
Chief Executive Officer

**CERTIFICATION PURSUANT TO  
18 U.S.C. SECTION 1350,  
AS ADOPTED PURSUANT TO  
SECTION 302 OF THE SARBANES-OXLEY ACT OF 2002**

I, David J. Peuse, certify that:

1. I have reviewed this quarterly report on Form 10-Q of National Presto Industries, Inc.;
2. Based on my knowledge, this report does not contain any untrue statement of a material fact or omit to state a material fact necessary to make the statements made, in light of the circumstances under which such statements were made, not misleading with respect to the period covered by this report;
3. Based on my knowledge, the financial statements, and other financial information included in this report, fairly present in all material respects the financial condition, results of operations and cash flows of the registrant as of, and for, the periods presented in this report;
4. The registrant's other certifying officer and I are responsible for establishing and maintaining disclosure controls and procedures (as defined in Exchange Act Rules 13a-15(e) and 15d-15(e)) and internal control over financial reporting (as defined in Exchange Act Rules 13a-15(f) and 15d-15(f)) for the registrant and have:
  - a) designed such disclosure controls and procedures, or caused such disclosure controls and procedures to be designed under our supervision, to ensure that material information relating to the registrant, including its consolidated subsidiaries, is made known to us by others within those entities, particularly during the period in which this report is being prepared;
  - b) designed such internal control over financial reporting, or caused such internal control over financial reporting to be designed under our supervision, to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles;
  - c) evaluated the effectiveness of the registrant's disclosure controls and procedures and presented in this report our conclusions about effectiveness of the disclosure controls and procedures, as of the end of the period covered by this report based on such evaluation; and
  - d) disclosed in this report any change in the registrant's internal control over financial reporting that occurred during the registrant's most recent fiscal quarter (the registrant's fourth fiscal quarter in the case of an annual report) that has materially affected, or is reasonably likely to materially affect, the registrant's internal control over financial reporting; and
5. The registrant's other certifying officer and I have disclosed, based on our most recent evaluation of internal control over financial reporting, to the registrant's auditors and the audit committee of the registrant's board of directors (or persons performing the equivalent functions):
  - a) all significant deficiencies and material weaknesses in the design or operation of internal control over financial reporting which are reasonably likely to adversely affect the registrant's ability to record, process, summarize and report financial information; and
  - b) any fraud, whether or not material, that involves management or other employees who have a significant role in the registrant's internal control over financial reporting.

Date: August 13, 2021

/s/ David J. Peuse  
David J. Peuse  
Treasurer

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**CERTIFICATION PURSUANT TO  
18 U.S.C. SECTION 1350,  
AS ADOPTED PURSUANT TO  
SECTION 906 OF THE SARBANES-OXLEY ACT OF 2002**

Pursuant to 18 U.S.C. §1350 (as adopted pursuant to §906 of the Sarbanes-Oxley Act of 2002), I the undersigned Chief Executive Officer of National Presto Industries, Inc. (the "Company"), hereby certify that the Quarterly Report on Form 10-Q of the Company for the quarterly period ended July 4, 2021 (the "Report") fully complies with the requirements of Section 13(a) or 15(d) of the Securities Exchange Act of 1934 and that information contained in the Report fairly presents, in all material respects, the financial condition and results of operations of the Company.

A signed original of this written statement required by Section 906 has been provided to the Company and will be retained by the Company and furnished to the SEC or its staff upon request.

Date: August 13, 2021

/s/ Maryjo Cohen  
\_\_\_\_\_  
Maryjo Cohen,  
Chief Executive Officer

**CERTIFICATION PURSUANT TO  
18 U.S.C. SECTION 1350,  
AS ADOPTED PURSUANT TO  
SECTION 906 OF THE SARBANES-OXLEY ACT OF 2002**

Pursuant to 18 U.S.C. §1350 (as adopted pursuant to §906 of the Sarbanes-Oxley Act of 2002), I the undersigned Treasurer of National Presto Industries, Inc. (the “Company”), hereby certify that the Quarterly Report on Form 10-Q of the Company for the quarterly period ended July 4, 2021 (the “Report”) fully complies with the requirements of Section 13(a) or 15(d) of the Securities Exchange Act of 1934 and that information contained in the Report fairly presents, in all material respects, the financial condition and results of operations of the Company.

A signed original of this written statement required by Section 906 has been provided to the Company and will be retained by the Company and furnished to the SEC or its staff upon request.

Date: August 13, 2021

/s/ David J. Peuse

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David J. Peuse  
Treasurer