



WORTHINGTON
ENTERPRISES

FY27 Q1
INVESTOR PRESENTATION

SEPTEMBER 22, 2026

Notes to Investors

FORWARD-LOOKING STATEMENTS. Selected statements in this presentation constitute “forward-looking statements,” as that term is used in the Private Securities Litigation Reform Act of 1995 (the “Act”). Worthington Enterprises, Inc. (the “Company” or “Worthington”) wishes to take advantage of the safe harbor provisions included in the Act. Forward-looking statements reflect the Company’s current expectations, estimates or projections concerning future results or events. These statements are often identified by the use of forward-looking words or phrases such as “believe,” “expect,” “anticipate,” “may,” “could,” “should,” “would,” “intend,” “plan,” “will,” “likely,” “estimate,” “project,” “position,” “strategy,” “target,” “aim,” “seek,” “foresee” and similar words or phrases. These forward-looking statements include, without limitation, statements relating to: future or expected cash positions, liquidity and ability to access financial markets and capital; outlook, strategy or business plans; future or expected performance, growth, demand, financial condition or other financial measures; pricing trends for raw materials and finished goods; additions to product lines and opportunities to participate in new markets; anticipated working capital needs, capital expenditures and asset sales; anticipated improvements and efficiencies in costs, operations, sales, inventory management, sourcing and the supply chain; the ability to make acquisitions, form joint ventures and consolidate operations and the projected timing, benefits and costs related thereto; expectations for the economy and markets; expectations for shareholder value; effects of pandemics and widespread health crises; and other non-historical matters. Because they are based on beliefs, estimates and assumptions, forward-looking statements are inherently subject to risks and uncertainties that could cause actual results to differ materially from those projected. Any number of factors could affect actual results, including, without limitation, those that follow: the effect of conditions in national and worldwide financial markets, including inflation, increases in interest rates and economic recession, and with respect to the ability of financial institutions to provide capital; the impact of tariffs, the adoption of trade restrictions affecting the Company’s products or suppliers, a U.S. withdrawal from or significant renegotiation of trade agreements, the occurrence of trade wars, the closing of border crossings, and other changes in trade regulations or relationships; changing oil prices and/or supply; product demand and pricing; changes in product mix, product substitution and market acceptance of the Company’s products; volatility or fluctuations in the pricing, quality or availability of raw materials (particularly steel), supplies, transportation, utilities, labor and other items required by operations; effects of sourcing and supply chain constraints; the outcome of adverse claims experience with respect to workers’ compensation, product recalls or product liability, casualty events or other matters; effects of facility closures and the consolidation of operations; the effect of financial difficulties, consolidation and other changes within the steel, automotive, construction and other industries in which the Company participates; failure to maintain appropriate levels of inventories; financial difficulties (including bankruptcy filings) of original equipment manufacturers, end-users and customers, suppliers, joint venture partners and others with whom the Company does business; the ability to realize targeted expense reductions from headcount reductions, facility closures and other cost reduction efforts; the ability to realize cost savings and operational, sales and sourcing improvements and efficiencies, and other expected benefits from transformation initiatives, on a timely basis; the overall success of, and the ability to integrate, newly-acquired businesses and joint ventures, maintain and develop their customers, and achieve synergies and other expected benefits and cost savings therefrom; capacity levels and efficiencies, within facilities, within major product markets and within the industries in which the Company participates as a whole; the effect of disruption in the business of suppliers, customers, facilities and shipping operations due to adverse weather, casualty events, equipment breakdowns, labor shortages, interruption in utility services, civil unrest, international conflicts, terrorist activities or other causes; changes in customer demand, inventories, spending patterns, product choices, and supplier choices; risks associated with doing business internationally, including economic, political and social instability, foreign currency exchange rate exposure and the acceptance of the Company’s products in global markets; the ability to improve and maintain processes and business practices to keep pace with the economic, competitive and technological environment; the effect of inflation, interest rate increases and economic recession, which may negatively impact the Company’s operations and financial results; deviation of actual results from estimates and/or assumptions used by the Company in the application of its significant accounting policies; the level of imports and import prices in the Company’s markets; the impact of environmental laws and regulations or the actions of the U.S. Environmental Protection Agency or similar regulators which increase costs or limit the Company’s ability to use or sell certain products; the impact of increasing environmental, greenhouse gas emission and sustainability regulations or considerations; the impact of judicial rulings and governmental regulations, both in the U.S. and abroad, including those adopted by the U.S. Securities and Exchange Commission (“SEC”) and other governmental agencies as contemplated by the Coronavirus Aid, Relief and Economic Security (CARES) Act, the Consolidated Appropriations Act, 2021, the American Rescue Plan Act of 2021, and the Dodd-Frank Wall Street Reform and Consumer Protection Act of 2010; the effect of healthcare laws in the U.S. and potential changes for such laws, which may increase the Company’s healthcare and other costs and negatively impact the Company’s operations and financial results; the effect of tax laws in the U.S. and potential changes for such laws, which may increase the Company’s costs and negatively impact its operations and financial results; cyber security risks; the effects of privacy and information security laws and standards; and other risks described from time to time in the Company’s filings with the SEC, including those described in “Part I — Item 1A. — Risk Factors” of the Company’s Annual Report on Form 10-K for the fiscal year ended May 31, 2026, and its subsequent filings with the SEC. Forward-looking statements should be construed in the light of such risks. It is impossible to predict or identify all potential risk factors. Consequently, readers should not consider the foregoing list to be a complete set of all potential risks and uncertainties. Readers are cautioned not to place undue reliance on any forward-looking statements, which speak only as of the date made, which was September 22, 2026. The Company does not undertake, and hereby disclaims, any obligation to update any forward-looking statements, whether as a result of new information, future developments or otherwise, except as required by applicable law.

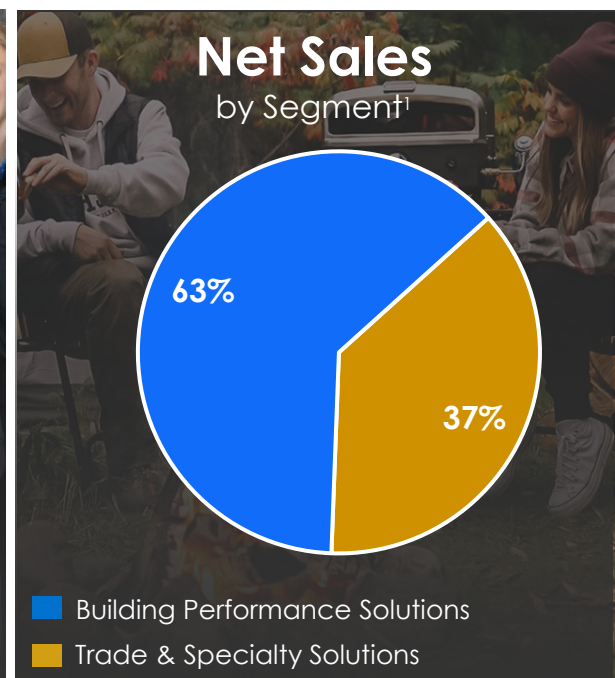


Key Investment Highlights

- Established Portfolio of **Market-Leading Brands** with **High Barriers to Entry**
- **Resilient, non-cyclical earnings** driven by **contractor end-use demand** and **diversified channels**, supported by a **primarily domestic manufacturing footprint**
- Business Model Drives **High Free Cash Flow** and **Returns**
- Worthington Business System **Accelerates Growth** and **Profitability**
- Innovation For Highly Engineered Products **Drives Incremental Sales** and **Margin**
- Guided by **Our Philosophy** – a People-First, Performance-Based Culture
- Low Leverage, Ample Liquidity, and Solid Free Cash Flow Provides **Financial Flexibility**

¹ TTM Figures as of Q1 FY2027 ended 8/31/26. Sales exclude pro-rata share of unconsolidated JV sales.

² Refer to appendix for reconciliation of non-GAAP measures to the comparable GAAP measure.

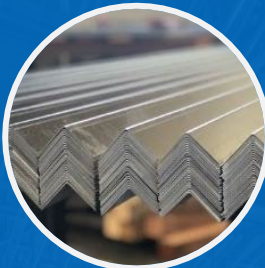
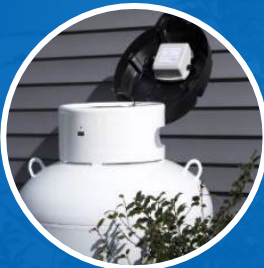




Linde
AGA® smart cylinder

Established Portfolio of **Market-Leading** Brands

80%+ of Adjusted EBITDA comes from brands and products with leading market positions

Ceiling Suspension Systems	Metal Framing	Vertical Residential Heating Tanks	Well Water Tanks	Composite Heating Tanks	Hand Torch & Fuels	Portable Fuel Tanks	Portable Helium Tanks
							
							

Note: FY2026 period. Based on management estimates.

...With a well-established strategic moat

STRONG CULTURE

Engaged employees who lead with safety, demonstrate a transformative mindset and maintain deep relationships with suppliers and customers.

MANUFACTURING OPERATIONS

Highly engineered, precise and compliant **metal manufacturing** with uncompromised safety and quality.

REGULATORY EXPERTISE

Deep **knowledge of regulations**, building codes, and highly specified applications and hazardous materials creates meaningful barriers to entry.



Strategic
Moat

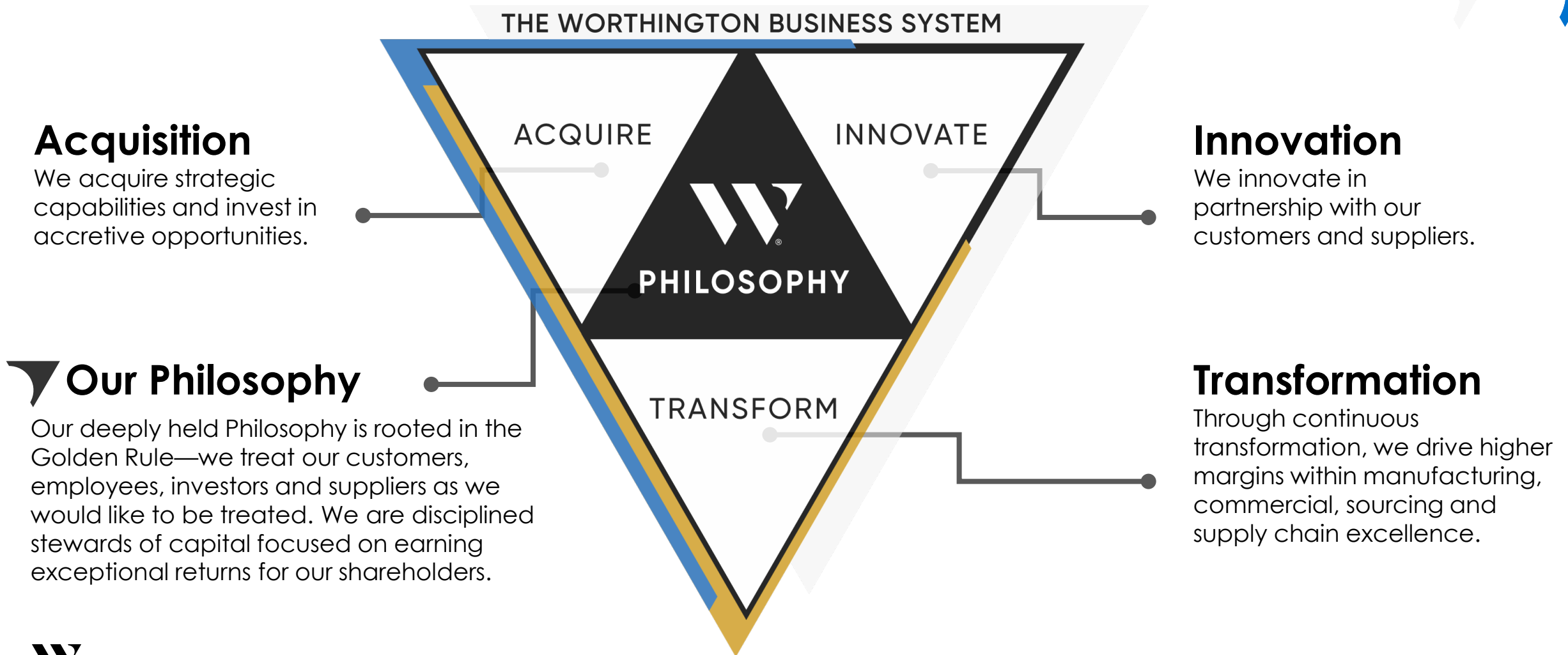
PRODUCT INNOVATION

Established **processes** and **principles**.
Technology enabled beyond competition.

COMMERCIAL EXCELLENCE

Stickiness created from strong brands and market leadership, strategic relationships with retail/wholesale partners, providing valuable data analytics and price risk capabilities to **add value to our customers'** supply chains.

Worthington Business System Accelerates Our Growth and Profitability



Delivering organic growth through innovation, new product development and strategic market share wins

INNOVATION & NEW PRODUCT DEVELOPMENT

Amtrol Liquid Cooling Technologies – supporting the rapid expansion of data center infrastructure with engineered liquid cooling, including ASME certified tanks and thermal energy storage, designed for higher reliability and energy efficiency from plant to server rack.



A2L Refrigerant Cylinders – designed to safely store and transport mildly flammable A2L refrigerants, supporting the industry's transition to more environmentally friendly cooling solutions.



Balloon Time products – introduced a redesigned mini helium tank with a more compact, portable form that reduces shelf-space needs. The new design enabled expansion into additional retail channels including CVS, Kroger, and Walgreens, driving incremental distribution and share gains. Launched an air inflator to extend the product line and broaden market reach.



STRATEGIC SHARE WINS AND PRODUCT PLACEMENT

LEVEL5

Level5 Tools – gained placement for drywall tools at Sherwin-Williams and now available in 3,500 locations nationwide.



Trade & Specialty and Building Performance Solutions

commercial teams worked closely together to expand relationship with Tractor Supply to gain share and expand offerings available.



Select recent examples of innovation, share and product placement wins

Participating Across the Data Center Ecosystem

- Building Performance Solutions serves commercial buildings and critical facilities, including data centers
- Multiple points of exposure create opportunities for incremental organic growth as data center infrastructure expands
- Innovation is expanding our opportunity set, including solutions for advanced liquid-cooling applications



Select Building Performance Solutions products serving data center applications.

Acquisition Strategy Focused on Driving Profitable Growth

Targeted acquisition criteria:

- **Market-leading** positions in **niche markets**
- **High margin, high growth** brands or products
- **Asset-light** or low capital intensity business model
- Exposure to **channels** within existing segments
- **Additive capabilities** that enhance or expand our core competencies
- Demonstrated **sustainable competitive advantage**

RECENT ACQUISITIONS



January 2026

Building Performance Solutions:

Leading provider of commercial metal roof clips, accessories, retrofit systems and other fabricated metal products for metal building, construction and other industries



June 2025

Building Performance Solutions:

Leading designer and manufacturer of HVAC parts and components, ductwork and structural framing primarily used by contractors in commercial buildings



Low Leverage, Ample Liquidity, and Solid Free Cash Flow Provide **Financial Flexibility**



Strong
Balance Sheet

Net Leverage¹: **0.8x**
Net Debt / TTM Adj. EBITDA
Commitment to Maintaining
Investment Grade Rating



Financial
Flexibility

Ample Liquidity²: **\$555M**
TTM Free Cash Flow¹: **\$196M**



Disciplined
Capital
Allocation

Focused on growth and
rewarding shareholders

Note: TTM figures as of Q1 FY2027.

¹ Refer to appendix for reconciliation of non-GAAP measures to the comparable GAAP measure.

² Includes \$55M of cash and \$500M of availability from bank revolver as of 8/31/26.



Disciplined Capital Allocation Strategy Focused on Growth and Rewarding Shareholders

Growth

Capital Expenditures

- Invest in facilities to maintain equipment and improve safety
- Strategic capex to drive further growth

Acquisitions

- Focus on market leading niche businesses that fit with existing segments
- High margin / high cash flow and lower capital intensity profile

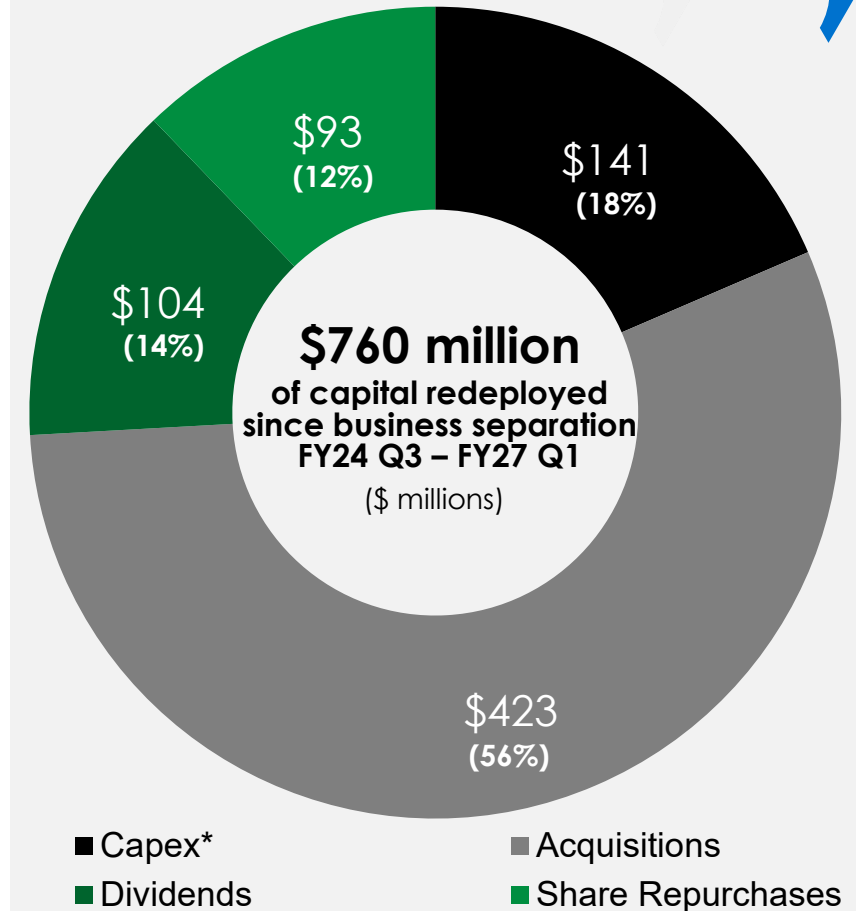
Rewarding Shareholders

Dividends

- Modest quarterly dividend - \$0.20 sh. quarterly
- Dividend paid quarterly since becoming a public company in 1968

Share Repurchases

- Opportunistic approach to share buybacks
- 4.2 million shares remaining on authorization



*FY24 Q3 to FY27 Q1 Capex includes \$63 million related to the company's facility modernization projects

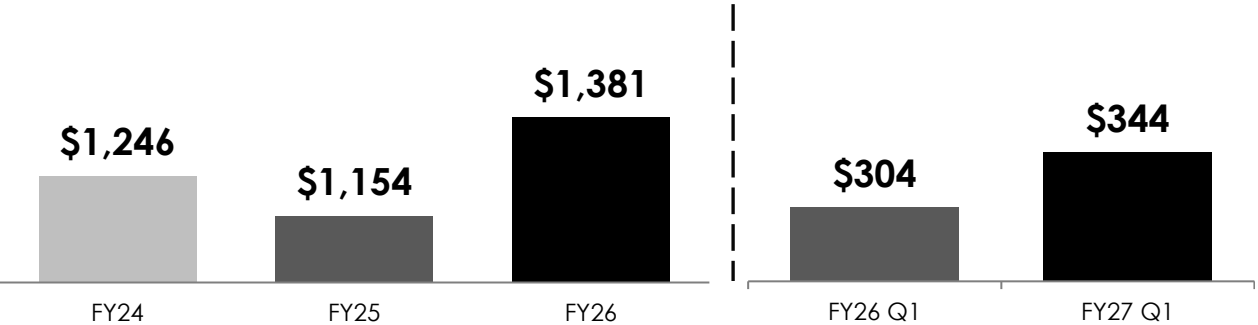


Q1 FY27: Financial Performance at-a-glance

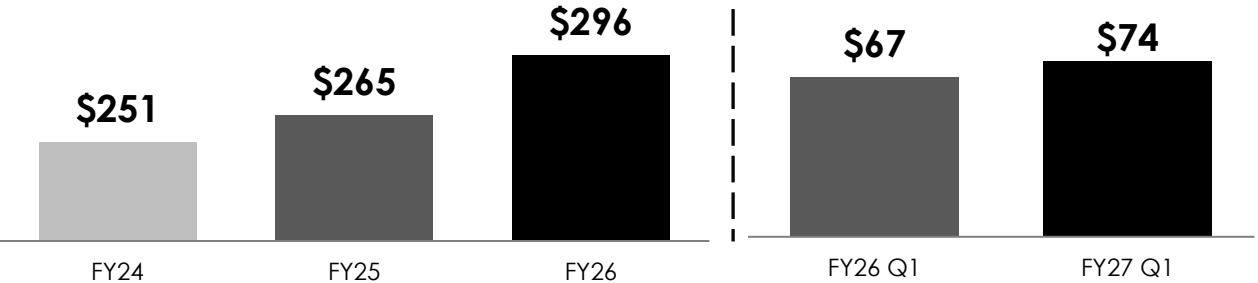
FINANCIAL METRICS

(\$ MILLIONS)

NET SALES



ADJ. EBITDA



(Q1 FY27 TTM)

NET SALES

\$1.4B

ADJ. EBITDA

\$303M

ADJ. EBITDA MARGIN

21.3%

FREE CASH FLOW

\$196M

FREE CASH FLOW
CONVERSION

116.3%

**A strong financial profile with
meaningful runway ahead**



Refer to appendix for reconciliation of non-GAAP measures to the comparable GAAP measure.

Q1 FY27: Financial Summary

\$ Millions except EPS



Worthington Enterprises Consolidated

	Q1 FY27	Q1 FY26
Net Sales	\$344	\$304
Adj. EBITDA	\$74	\$67
% Margin	21.5%	22.1%
Free Cash Flow	\$54	\$28
Adj. EPS	\$0.82	\$0.78



Building Performance Solutions Segment

Net Sales	\$215	\$185
Adj. EBITDA	\$60	\$60
% Margin	27.8%	32.4%



Trade & Specialty Solutions Segment

Net Sales	\$129	\$119
Adj. EBITDA	\$24	\$16
% Margin	18.6%	13.6%



Other & Unallocated Corporate

Adj. EBITDA	(\$10)	(\$9)
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Refer to appendix for reconciliation of non-GAAP measures to the comparable GAAP measure.

Segment Financial Performance At-a-Glance

Building Performance Solutions

Delivers essential engineered products that enhance performance across residential and commercial buildings, including critical facilities such as data centers.



(TTM AS OF Q1 FY27)

\$892M

NET SALES

27%

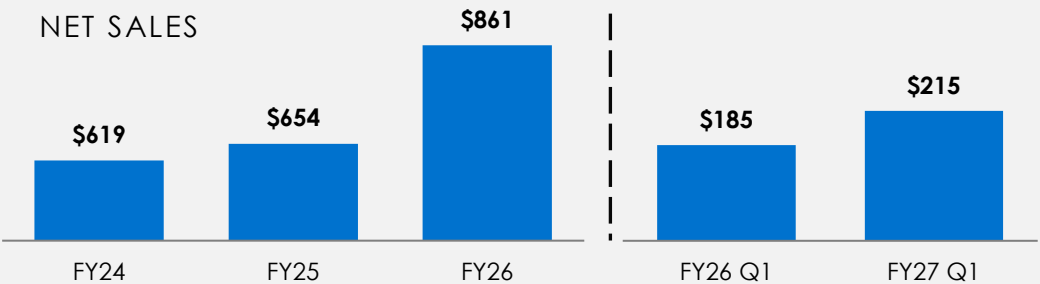
ADJ. EBITDA MARGIN

\$240M

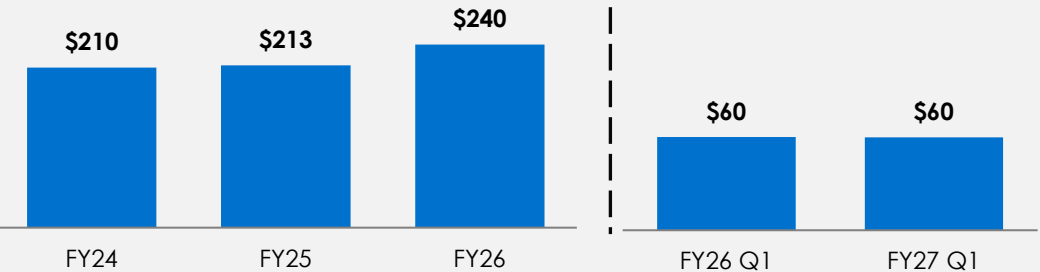
ADJ. EBITDA

(\$ MILLIONS)

NET SALES



ADJ. EBITDA



Note: TTM figures as of Q1 FY2027. Net Sales reflects wholly-owned businesses only and exclude JVs.

Trade & Specialty Solutions

Market-leading brands and products serving professional tradespeople and consumers across tools, portable propane, helium and other specialty applications.



(TTM AS OF Q1 FY27)

\$530M

NET SALES

19%

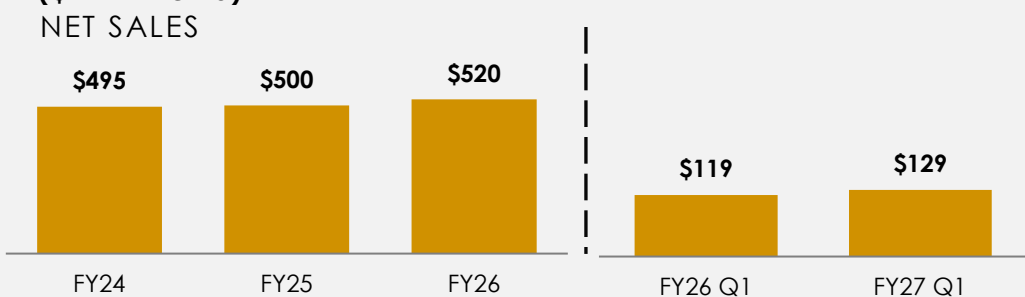
ADJ. EBITDA MARGIN

\$99M

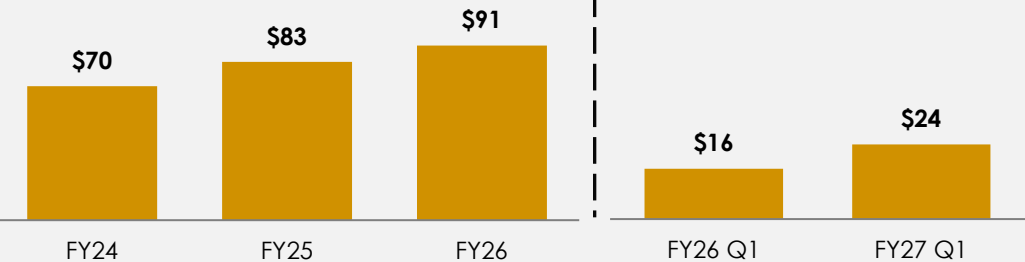
ADJ. EBITDA

(\$ MILLIONS)

NET SALES



ADJ. EBITDA



Appendix



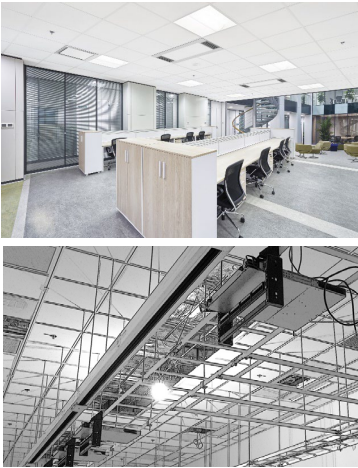
Building Performance Solutions JVs

Market-leading businesses providing products critical to the building envelope

WAVE



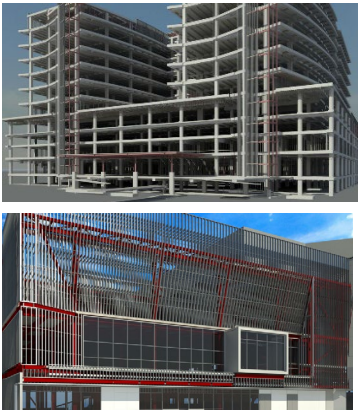
- 50/50 JV, established in 1992 with Armstrong World Industries
- North American market leader in ceiling suspension systems (grid) and integrated solutions
- Provides creative solutions to address customer's need for speed and lower total cost
- Leverages the strengths and expertise of each parent company
- Over \$500 million of cash dividends paid to WOR in past five years since FY 2022



ClarkDietrich



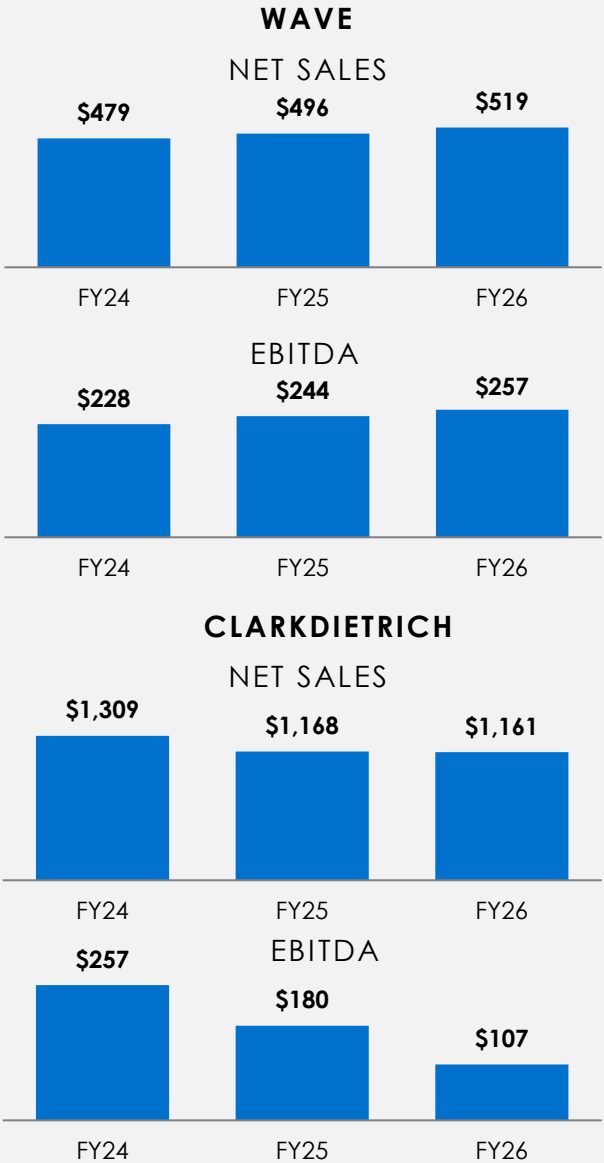
- 25% owned JV, established in 2011 through the combination of ClarkWestern Building Systems and Dietrich Metal Framing
- Market leading provider of building solutions for commercial steel framing distributors, contractors, owners & architects
- Offers broad product offering nationwide with speedy and reliable customer service
- Over \$280 million of cash dividends paid to WOR in past five years since FY 2022



Note: Financial metrics represent 100% of stand-alone JV results for WOR fiscal periods ending May 31st. Equity income from WAVE and ClarkDietrich is included in Adj. EBITDA for the Building Performance Solutions segment.

JV FINANCIAL METRICS

(\$ MILLIONS)



Worthington Enterprises

Reconciliation of Non-GAAP Measures *(in millions)*

See detailed footnotes related to reconciliation of Non-GAAP measures for more information

GAAP

Restructuring and other expense, net

Non-cash gains in miscellaneous income, net ⁽²⁾

Non-GAAP

FY27 Q1

	Operating Income	Earnings Before Income Taxes	Income Tax Expense	Net Earnings ⁽¹⁾	Diluted EPS ⁽¹⁾
	\$ 13.0	\$ 55.6	\$ 13.0	\$ 42.6	\$ 0.87
	0.7	0.7	(0.2)	0.5	0.01
	-	(4.0)	1.0	(3.0)	(0.06)
	<u>\$ 13.7</u>	<u>\$ 52.3</u>	<u>\$ 12.2</u>	<u>\$ 40.1</u>	<u>\$ 0.82</u>

FY26 Q1

	Operating Income	Earnings Before Income Taxes	Income Tax Expense	Net Earnings ⁽¹⁾	Diluted EPS ⁽¹⁾
	\$ 9.2	\$ 45.7	\$ 10.9	\$ 35.1	\$ 0.70
	2.2	2.2	(0.5)	1.6	0.04
	2.5	2.5	(0.4)	2.1	0.04
	<u>\$ 13.9</u>	<u>\$ 50.4</u>	<u>\$ 11.8</u>	<u>\$ 38.8</u>	<u>\$ 0.78</u>

GAAP

Amortization of inventory step-up ⁽³⁾

Restructuring and other expense, net

Non-GAAP



Worthington Enterprises

Reconciliation of Non-GAAP Measures *(in millions)*

See detailed footnotes related to reconciliation of Non-GAAP measures for more information

Net earnings (GAAP)

Plus: Net loss attributable to noncontrolling interest

Net earnings attributable to controlling interest

Interest expense, net

Income tax expense

EBIT (subtotal) ⁽⁴⁾

Corporate costs eliminated at Separation

Amortization of inventory step-up charges ⁽³⁾

Impairment of long-lived assets ⁽⁴⁾

Restructuring and other expense, net ⁽⁴⁾

Separation costs

Non-cash activity in miscellaneous income (expense), net ⁽²⁾

Loss on extinguishment of debt

Non-recurring loss in equity income ⁽⁵⁾

Adjusted EBIT (subtotal) ⁽⁴⁾

Depreciation and amortization

Stock-based compensation

Adjusted EBITDA (non-GAAP)

Net earnings margin (GAAP)

Adjusted EBITDA margin (non-GAAP)

5/31/2024	5/31/2025	5/31/2026	TTM	FY26	FY27
FY24	FY25	FY26	Q1 FY27	Q1	Q1
\$ 35.0	\$ 95.0	\$ 155.0	\$ 162.8	\$ 34.8	\$ 42.6
0.3	1.1	1.1	0.7	0.3	-
35.3	96.1	156.1	163.5	35.1	42.6
1.6	2.1	6.2	8.3	0.1	2.1
39.0	33.8	46.3	48.5	10.9	13.0
75.9	132.0	208.6	220.3	46.1	57.7
19.3	-	-	-	-	-
-	1.5	5.2	3.0	2.2	-
33.0	50.8	-	-	-	-
29.3	10.5	7.1	5.3	2.5	0.7
12.7	-	-	-	-	-
19.2	5.0	3.9	(0.1)	-	(4.0)
1.5	-	-	-	-	-
(1.7)	3.4	-	-	-	-
189.2	203.2	224.8	228.5	50.8	54.4
48.7	48.3	57.3	59.9	13.1	15.6
13.2	13.5	13.7	14.3	3.4	4.0
\$ 251.1	\$ 265.0	\$ 295.8	\$ 302.7	\$ 67.3	\$ 74.0
2.8%	8.2%	11.2%	11.5%	11.5%	12.4%
20.2%	23.0%	21.4%	21.3%	22.2%	21.5%



Worthington Enterprises

Reconciliation of Non-GAAP Measures *(in millions)*

Non-GAAP Footnotes

(1) Excludes the impact of noncontrolling interest.

(2) Reflects the following non-cash activity in miscellaneous income (expense), net:

- A pre-tax gain of \$4.0 million during the first quarter of fiscal 2027 related to an earnout arrangement associated with the sale of the Company's former oil and gas business, which was divested in January 2021.
- A loss of \$3.0 million during the second quarter of fiscal 2026 incurred in connection with the divestment of the company's 49% interest in the composite business of the heiserTEC joint venture. In exchange for our interest in the divested assets, the Company received common shares in both Hexagon Composites and Hexagon Purus.
- Unrealized (gains) losses associated with the Hexagon Composites and Hexagon Purus shares noted above.
- Pre-tax charges of \$5.0 million and \$11.1 million during the fourth quarter of fiscal 2025 and fiscal 2024, respectively, to write down an investment that was determined to be other than temporarily impaired.
- A pre-tax charge of \$8.0 million during the fourth quarter of fiscal 2024 related to the completion of a pension lift-out transaction.

(3) Reflects the amortization of the step-up to fair market value of acquired inventory related to the LSI and Elgen acquisitions in fiscal 2026 and the Ragasco acquisition in fiscal 2025. The Company updated the definition of its non-GAAP financial measures to exclude inventory step-up charges in the third quarter of fiscal 2026. All previously reported amounts have been recast to conform to this definition. Additional information is available in the "Use of Non-GAAP Financial Measures and Definitions" section.

(4) Significant pre-tax impairment and restructuring charges include the following:

- *Impairment of long-lived assets:* Non-cash charges of \$50.1 million in the fourth quarter of fiscal 2025 related to the write-down of intangible assets associated with GTI and \$32.2 million in the fourth quarter of fiscal 2024 due to the deconsolidation of our former Sustainable Energy Solutions operating segment.
- *Restructuring and other expense, net:* A charge of \$4.5 million in fiscal 2025 related to an increase in the fair value of the contingent liability associated with the Ragasco earnout arrangement and a loss of \$30.5 million in the fourth quarter of fiscal 2024 due to the deconsolidation of our former Sustainable Energy Solutions operating segment.

(5) Reflects the following activity in equity income:

- A non-cash impairment charge of \$3.4 million at the heiserTEC joint venture during the fourth quarter of fiscal 2025.
- A net gain of \$2.8 million associated with the divestiture of the Brazilian operations of Taxi Workhorse Holdings, LLC during the fourth quarter of fiscal 2024 and the settlement of certain participant balances within the pension plan maintained by WAVE.

(6) EBIT and adjusted EBIT are non-GAAP financial measures. However, these measures are not used by management to evaluate the Company's performance, engage in financial and operational planning, or to determine incentive compensation. Instead, they are included as subtotals in the reconciliation of net earnings to adjusted EBITDA, which is a non-GAAP financial measure used by management.



Worthington Enterprises

Reconciliation of Non-GAAP Measures *(in millions)*

Consolidated Results – Free Cash Flow

	5/31/2025	5/31/2026	TTM	FY26	FY27
	FY25	FY26	Q1 FY27	Q1	Q1
Net cash provided by operating activities (GAAP)	\$ 209.7	\$ 226.1	\$ 251.7	\$ 41.1	\$ 66.7
Investment in property, plant, and equipment	(50.6)	(55.9)	(55.5)	(13.2)	(12.8)
Free cash flow (non-GAAP)	\$ 159.1	\$ 170.2	\$ 196.2	\$ 27.9	\$ 53.9
Net earnings attributable to controlling interest (GAAP)	\$ 96.1	\$ 156.1	\$ 163.5	\$ 35.1	\$ 42.6
Adjusted net earnings attributable to controlling interest (non-GAAP)	\$ 154.9	\$ 167.6	\$ 168.2	\$ 38.8	\$ 40.1
Operating cash flow conversion (GAAP) ⁽¹⁾	218%	145%	154%	117%	157%
Free cash flow conversion (non-GAAP)	103%	102%	117%	72%	134%

(1) Operating cash flow conversion is defined as net cash provided by operating activities divided by net earnings from continuing operations attributable to controlling interest.

Consolidated Results – Net Debt / TTM Adj. EBITDA

	FY27
	Q1
Long-term debt	\$ 305.6
Less: cash and cash equivalents	55.1
Net debt	\$ 250.5
TTM adjusted EBITDA (non-GAAP)	\$ 302.7

Net debt to TTM adjusted EBITDA (non-GAAP) 0.8



Worthington Enterprises

Reconciliation of Non-GAAP Measures *(in millions)*



Joint Venture Results – EBITDA

WAVE

	Fiscal Year			Q4	
	FY24	FY25	FY26	FY25	FY26
Net earnings (GAAP)	\$ 206.0	\$ 221.5	\$ 235.6	\$ 65.8	\$ 65.0
Interest expense, net	17.3	16.8	15.4	4.1	3.8
Income tax expense	0.3	0.3	0.3	0.1	0.1
EBIT (subtotal)	223.6	238.6	251.3	70.0	68.9
Depreciation and amortization	4.9	5.4	5.5	1.6	1.6
EBITDA (non-GAAP)	<u>\$ 228.5</u>	<u>\$ 244.0</u>	<u>\$ 256.8</u>	<u>\$ 71.6</u>	<u>\$ 70.5</u>

ClarkDietrich

	Fiscal Year			Q4	
	FY24	FY25	FY26	FY25	FY26
Net earnings (GAAP)	\$ 239.3	\$ 163.2	\$ 87.5	\$ 51.3	\$ 24.3
Interest expense, net	0.2	0.1	0.2	-	-
Income tax expense (benefit)	2.2	1.3	(0.1)	1.3	-
EBIT (subtotal)	241.7	164.6	87.6	52.6	24.3
Depreciation and amortization	15.1	16.0	19.3	4.2	5.0
EBITDA (non-GAAP)	<u>\$ 256.8</u>	<u>\$ 180.6</u>	<u>\$ 106.9</u>	<u>\$ 56.8</u>	<u>\$ 29.3</u>



Use of Non-GAAP Financial Measures and Definitions

NON-GAAP FINANCIAL MEASURES. These materials include certain financial measures that are not calculated and presented in accordance with accounting principles generally accepted in the United States ("GAAP"). Non-GAAP financial measures typically exclude items that management believes are not reflective of, and thus should not be included when evaluating the performance of the Company's ongoing operations. Management uses these non-GAAP financial measures to evaluate ongoing performance, engage in financial and operational planning, and determine incentive compensation. Management believes these non-GAAP financial measures provide useful supplemental information regarding the performance of the Company's ongoing operations and should not be considered as an alternative to the comparable GAAP financial measure. Additionally, management believes these non-GAAP financial measures allow for meaningful comparisons and analysis of trends in the Company's businesses and enables investors to evaluate operations and future prospects in the same manner as management.

Beginning in the third quarter of fiscal 2026, the Company updated its definition of adjusted operating income, adjusted net earnings, adjusted EBITDA, and adjusted EPS to exclude the acquisition-related amortization of inventory step-up charges. Prior periods have been recast for comparability.

The following provides an explanation of each non-GAAP financial measure presented in these materials:

Adjusted operating income is defined as operating income (loss) excluding the items listed below, to the extent naturally included in operating income (loss).

Adjusted net earnings is defined as net earnings attributable to controlling interest excluding the after-tax effect of the excluded items outlined below.

Adjusted EPS – diluted is defined as adjusted net earnings divided by diluted weighted-average common shares outstanding for the applicable period.

Adjusted EBITDA is the measure by which management evaluates segment performance and overall profitability. EBITDA is defined as earnings before interest, taxes, depreciation, and amortization. Adjusted EBITDA excludes additional items including, but not limited to, those listed below, as well as other items that management believes are not reflective of, and thus should not be included when evaluating the performance of ongoing operations. Adjusted EBITDA also excludes stock-based compensation due to its non-cash nature, which is consistent with how management assesses operating performance and determines incentive compensation. At the segment level, adjusted EBITDA includes expense allocations for centralized corporate back-office functions that exist to support the day-to-day business operations. Public company and other governance costs are held at the corporate level within the unallocated corporate and other category.

Adjusted EBITDA margin is calculated by dividing adjusted EBITDA by net sales.

Free cash flow is a non-GAAP financial liquidity measure that is used by the Company to assess its ability to generate cash beyond what is required for its business operations and capital expenditures. The Company defines free cash flow as net cash flows from operating activities less investment in property, plant, and equipment.

Free cash flow conversion is a non-GAAP financial measure that is used by the Company to measure how much of its adjusted net earnings attributable to controlling interest is converted into cash. The Company defines free cash flow conversion as free cash flow divided by adjusted net earnings.

Net debt to trailing twelve months (TTM) adjusted EBITDA (Net Leverage) which is a non-GAAP financial measure that is used by the Company as a measure of leverage. Net debt is calculated by subtracting cash and cash equivalents from total debt (defined as the aggregate of short-term borrowings, current maturities of long-term debt and long-term debt) the sum of which is divided by TTM adjusted EBITDA.



Use of Non-GAAP Financial Measures and Definitions (Continued)

EXCLUSIONS FROM NON-GAAP FINANCIAL MEASURES

Management believes it is useful to exclude the following items from its non-GAAP financial measures for its own and investors' assessment of the business for the reasons identified below. Additionally, management may exclude other items from non-GAAP financial measures that do not occur in the ordinary course of the Company's ongoing business operations and note them in the reconciliation from net earnings to the non-GAAP financial measure adjusted EBITDA.

- *Amortization of inventory step-up* represents the increase in inventory fair value associated with the Company's acquisitions. The increase in inventory fair value is amortized to cost of sales over the period that the related inventory is sold. The amortization of inventory step-up is excluded because it is a non-cash expense that is not indicative of ongoing operating results.
- *Impairment charges* are excluded because they do not occur in the ordinary course of the Company's ongoing business operations, are inherently unpredictable in timing and amount, and are non-cash, which management believes facilitates the comparison of historical, current and forecasted financial results.
- *Restructuring activities* consist of established programs that are intended to fundamentally change the Company's operations, and as such are excluded from its non-GAAP financial measures. The Company's restructuring programs may include closing or consolidating production facilities or moving manufacturing of a product to another location, realignment of the management structure of a business unit in response to changing market conditions or general rationalization of headcount. The Company's restructuring activities generally give rise to employee-related costs, such as severance pay, and facility-related costs, such as exit costs and gains or losses on asset disposals but may include other incremental costs associated with the Company's restructuring activities. Restructuring and other expense, net, may also include other nonrecurring items included in operating income but incremental to the Company's normal business activities. These items are excluded because they are not indicative of the ongoing operations of the Company's underlying business.
- *Separation costs*, which consist of direct and incremental costs incurred in connection with the completed Separation are excluded as they are one-time in nature and are not expected to occur in periods following the Separation. These costs include fees paid to third-party advisors, such as investment banking, audit and other advisory services as well as direct and incremental costs associated with the Separation of shared corporate functions. Results in fiscal 2024 also include incremental compensation expense associated with the modification of unvested short and long-term incentive compensation awards, as required under the employee matters agreement executed in conjunction with the Separation.
- *Non-cash activity in miscellaneous income (expense)* are excluded due to its non-cash nature and the fact that they do not occur in the normal course of business and may obscure analysis of trends and financial performance.
- *Loss on extinguishment of debt* is excluded because it does not occur in the normal course of business and may obscure analysis of trends and financial performance. Additionally, the amount and frequency of this type of charge is not consistent and is significantly impacted by the timing and size of debt extinguishment transactions.
- *Corporate costs eliminated at Separation* reflect certain corporate overhead costs that no longer exist post-Separation. These costs were included in continuing operations as they represent general corporate overhead that was historically allocated to the Company's former steel processing business but did not meet the requirements to be presented as discontinued operations.
- *Non-recurring loss in equity income* is excluded because it does not occur in the normal course of business and is inherently unpredictable in timing and amount.

