WORTHINGTON STEEL

Worthington Steel

Investor Presentation | March 2026

Safe Harbor Statement

Selected statements contained in this release constitute “forward-looking statements,” as that term is used in the Private Securities Litigation Reform Act of 1995 (the “Act”). The Company 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,” “anticipate,” “may,” “could,” “should,” “would,” “intend,” “plan,” “will,” “likely,” “expect,” “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; the anticipated benefits of the Company’s separation from Worthington Enterprises, Inc. (the “Separation”); the expected financial and operational performance of, and future opportunities for, the Company following the Separation; the tax treatment of the Separation transaction; the leadership of the Company following the Separation; future or expected growth, growth potential, forward momentum, performance, competitive position, sales, volumes, cash flows, earnings, margins, balance sheet strengths, debt, financial condition or other financial measures; pricing trends for raw materials and finished goods and the impact of pricing changes; the ability to improve or maintain margins; expected demand or demand trends for the Company or its markets; additions to product lines and opportunities to participate in new markets; expected benefits from transformation and innovation efforts; the ability to improve performance and competitive position at the Company’s operations; anticipated working capital needs, capital expenditures and asset sales; anticipated improvements and efficiencies in costs, operations, sales, inventory management, sourcing and the supply chain and the results thereof; projected profitability potential; the ability to make acquisitions and the projected timing, results, benefits, costs, charges and expenditures related to acquisitions, joint ventures, headcount reductions and facility dispositions, shutdowns and consolidations; the Company’s plans, objectives, expectations and intentions related to its proposed acquisition (the “Proposed Acquisition”) of Klöckner & Co SE (“Kloeckner”) through a voluntary public cash takeover offer to all of Kloeckner’s shareholders and the benefits of the Proposed Acquisition; the expected outcomes of the Proposed Acquisition, including estimated cost, operations and commercial synergies and the timeline to realize such synergies; the impact of the Proposed Acquisition on the Company’s earnings; the Company’s expected pro forma net leverage ratio following the transaction and net leverage ratio goals following the transaction; the expected timeline for completing the Proposed Acquisition; projected capacity and the alignment of operations with demand; the ability to operate profitably and generate cash in down markets; the ability to capture and maintain market share and to develop or take advantage of future opportunities, customer initiatives, new businesses, new products and new markets; expectations for Company and customer inventories, jobs and orders; expectations for the economy and markets or improvements therein; expectations for generating improving and sustainable earnings, earnings potential, margins or shareholder value; effects of judicial rulings, laws and regulations; anticipated improvements in business and efficiencies to be gained from the use of artificial intelligence and machine learning (“AI”) and other technologies; effects of cybersecurity breaches and other disruptions to information technology infrastructure; effects of public health emergencies and the various responses of governmental and nongovernmental authorities thereto on economies and markets, and on our customers, counterparties, employees and third-party service providers; 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: our ability to successfully realize the anticipated benefits of the Separation; 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 risks, uncertainties and impacts related to public health emergencies – the duration, extent and severity of which are impossible to predict, and actions taken by governmental authorities or others in connection therewith; changing commodity 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, energy, labor and other items required by operations (especially in light of ongoing global geopolitical and military conflicts); effects of sourcing and supply chain constraints, including interruptions in deliveries of raw materials and supplies or the loss of key supplier relationships; the outcome of adverse claims experience with respect to workers’ compensation, product recalls or product liability, casualty events or other matters; effects of critical equipment failures, 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; the ability of the parties to successfully complete the Proposed Acquisition on the anticipated terms and timing, including obtaining required regulatory approvals and other conditions to the completion of the Proposed Acquisition; the ability of the parties to obtain the necessary financing arrangements relating to the Proposed Acquisition; the Company’s ability to establish day-to-day control over Kloeckner’s operations after the closing of the Proposed Acquisition on a timely basis or at all; the effects of the Proposed Acquisition on the Company’s and Kloeckner’s operations, including on the Company’s future financial condition and performance, operating results, strategy and plans, including anticipated tax treatment, unforeseen liabilities, future capital expenditures, revenues, expenses, earnings, synergies, economic performance, indebtedness, losses, future prospects, and business and management strategies for the management, expansion and growth of the Company’s operations; the potential impact of the consummation of the Proposed Acquisition on relationships with customers, suppliers and other third parties; the Company’s ability to achieve the anticipated cost synergies or accretion to earnings per share once the Proposed Acquisition is consummated; the ability to realize expected benefits of strategically deployed capital expenditures; 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 (especially in light of ongoing global geopolitical and military 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 (especially in light of ongoing global geopolitical and military conflicts), foreign currency exchange rate exposure and the acceptance of the Company’s products in global markets; the effect of national, regional and global economic conditions generally and within major product markets, including significant economic disruptions from public health emergencies, the actions taken in connection therewith and the implementation of related fiscal stimulus packages; the impact of tariffs, the adoption of trade restrictions affecting the Company’s products, suppliers or customers, 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; 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; impairment of the recorded value of inventory, equity investments, fixed assets, goodwill and other assets; competitive pressure on sales and pricing, including pressure from imports and substitute materials; the level of imports and import prices in the Company’s markets and the foreign currency exchange rate exposure; the impact of environmental laws and regulations or the actions of the United States 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; the impact of judicial rulings and governmental regulations, both in the United States and abroad, including those adopted by the U.S Securities and Exchange Commission (“SEC”) and other governmental agencies; the effect of healthcare laws in the United States 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 United States and potential changes for such laws, which may increase the Company's costs and negatively impact its operations and financial results; the operational, data privacy, security, regulatory and legal risks associated with the Company’s reliance on AI technologies as well as its inability to stay abreast of technological advancements and its dependence on third parties who rely on AI technologies; cybersecurity risks; the effects of privacy and information security laws and standards; the cyclical nature of the steel industry; the Company’s safety performance; the effects of competition and price pressures from competitors; risks associated with the proposed acquisition of Kloeckner; 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, 2025 and in our subsequent filings with the SEC on Form 10-Q and Form 8-K.

Forward-looking statements should be construed in the light of such risks. The Company notes these factors for investors as contemplated by the Act. It is impossible to predict or identify all potential risk factors. Consequently, you 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. 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.

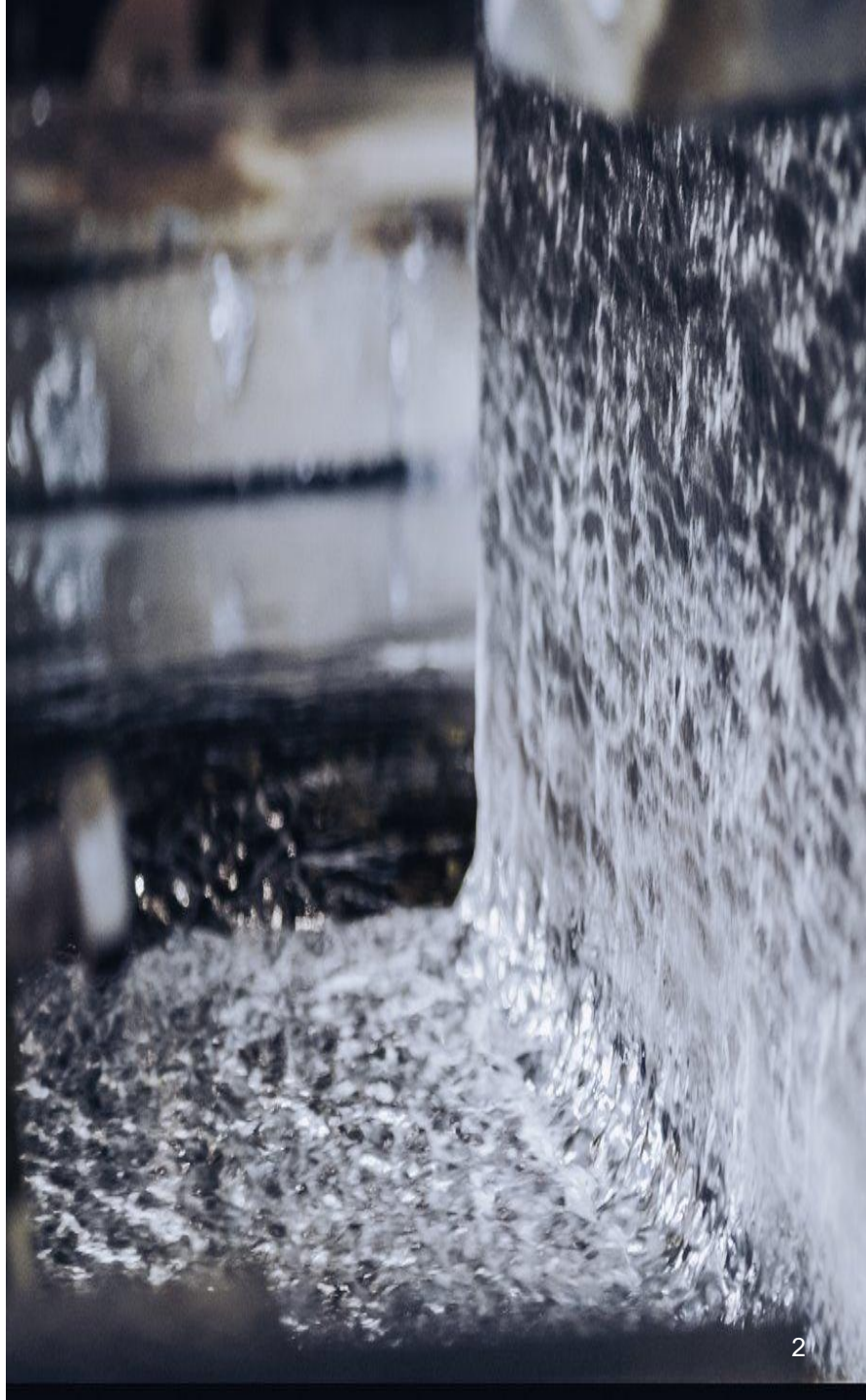
Investment Highlights

1. Well-positioned to capitalize on opportunities from expected growth in electricity usage to support data center growth and vehicle electrification combined with the modernization and expansion of the electric grid

2. Long-standing customer relationships focused on value creation and best-in-class service delivery

3. Strong balance sheet and ample liquidity to pursue attractive growth opportunities via strategic capital investments and/or value-enhancing acquisitions

4. Experienced management team with a track record of delivering value and driving success through the Worthington Business System



Building A Differentiated Steel Processing Company

Established **market leading joint ventures** to bring additional value to our customers

1955 – Worthington Steel founded in 1955 with a focus on providing custom processed steel

1960s – First public stock offering in 1968

1970s – 1980s – 1971 Worthington Steel changed its name to Worthington Industries to reflect new areas of business

1992 – TWB

1996 – SpartanSteel Coating

2007 – serviacero WORTHINGTON

2010s – SAMUEL 1965 Steel Pickling Company

2020s – Introduction of **Worthington Business System**

2023 – Worthington Steel begins driving value as a standalone company

2025 – 1955-2025 70 YEARS STRONG

Introduction of the **Worthington Philosophy** and Profit Sharing

Rapid growth powered by innovation with unique culture focused on the "Golden Rule"

Codified safety program

GIBRALTAR INDUSTRIES Strip Steel Assets

ROME STRIP STEEL "The Customers Mill"

TEMPEL

SHILOH. BlankLight® Assets

voestalpine Automotive Components Nagold, Germany

sitem GROUP

Strategic acquisitions to expand Worthington's core competencies and enter attractive end-markets

Value-added Metals Processing Company

1955
Founded

Columbus, OH
Headquarters

37
Locations[1]

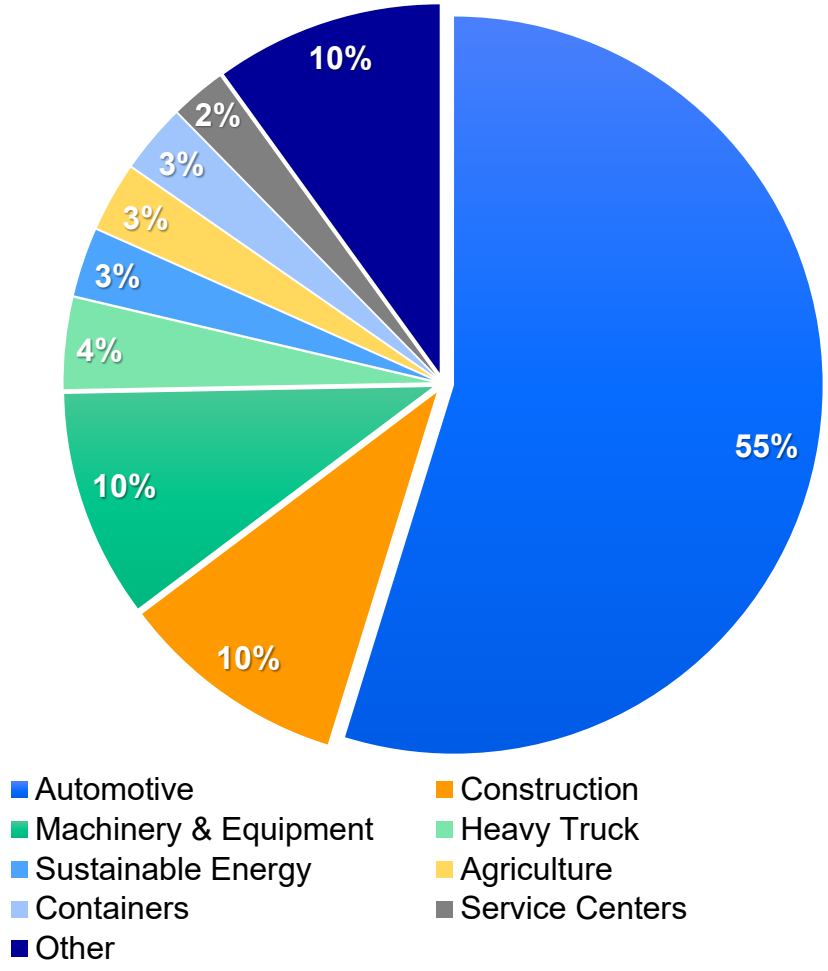
~6,000
Employees[1]

~$2.1B[4]
Market Capitalization

TTM Financial Metrics[2]

Volume Delivered (tons)	3.6M
Direct / Toll (tons)	2.3M / 1.3M
Net Sales	$3.3B
Adjusted EBITDA / Margin	$257M / 7.7%
Free Cash Flow	$80.6M
Capex / % of sales	$129.6M / 3.9%
Dividend (Annualized Rate)	$0.64

Net Sales by End-Market[2,3]

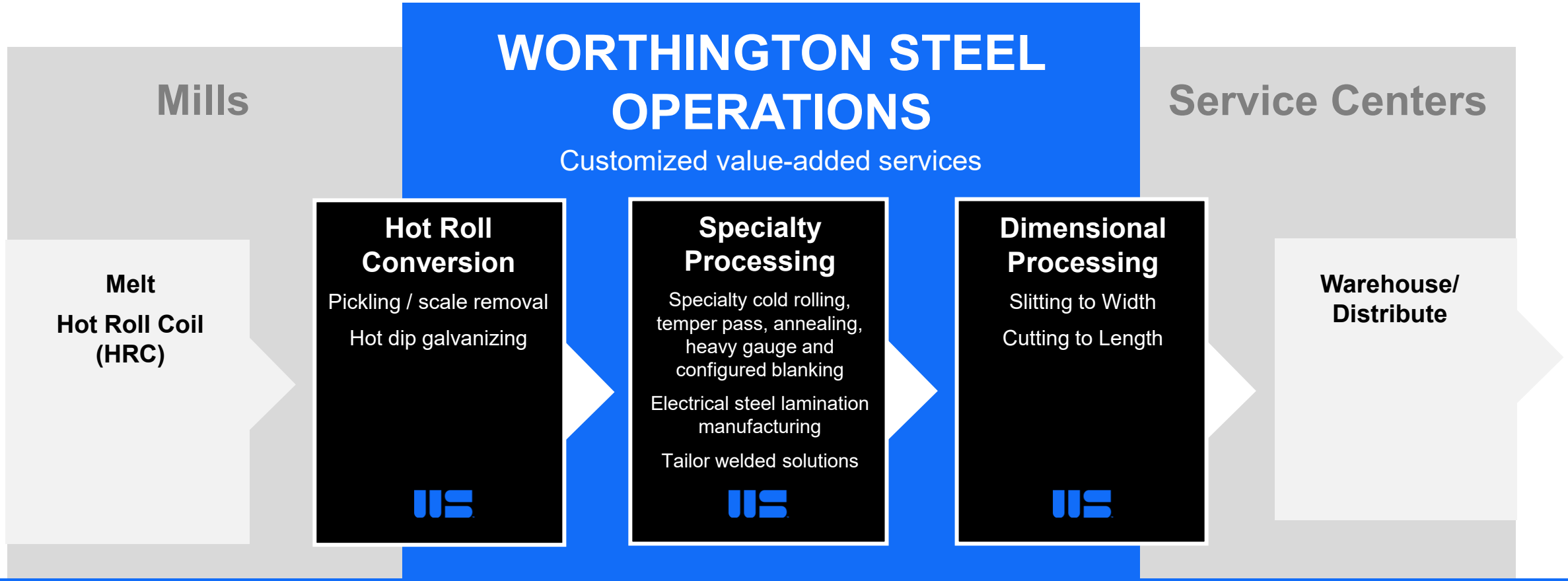


OUR VISION

To be the preeminent leader in the markets we serve, boldly driving the metals industry toward a sustainable future as the most trusted, most innovative and most value-added metals processing partner in North America and beyond.

[1] Includes JV people & locations; [2] TTM ended February 28, 2026; [3] Excludes pro-rata share of unconsolidated JVs; [4] As of February 28, 2026.

We Occupy a Unique Position in the Steel Supply Chain



WHY WE WIN

What Differentiates Worthington Steel from Competitors Across the Steel Supply Chain

- ✓ Customized, Value-added Solutions
  - ~90% of shipments run through at least two value-added processes
- ✓ Make-to-Order, Contract-Based
- ✓ End-to-End Supply Chain Management

Building on Market Leadership Position

#1	#1	#1	#1	#2	#3
Independent Producer of Hot Dipped Galvanized Steel in North America	Producer of Tailor Welded Blanks in North America	Trader of Steel Futures by Volume Among North American Service Centers	Network of Independent Picklers in North America	Independent Flat Rolled Service Center in Mexico	Global Manufacturer of Electrical Steel Laminations and Cores

Blue-Chip Customer Recognition and Accolades

Supplier of the Year
2020, 2021, 2023 & 2024

2021-2024 Partner Level Supplier and inducted into 10-year Hall of Fame

2021 Schaeffler Supplier Excellence Award, 2025 Americas Region Supply Chain Award

2020 Raw Material Supplier of the Year

2022 Global Supplier Award in "Lead Electric Propulsion"

Zero PPM Award for Manufacturing Excellence 2023
Supplier of the Year 2022, 2024

Tata AutoComp Systems 2024 Supplier Award for Synergy

Note: Rankings based on management estimates.

Network and Services to Deliver Added Value to Customers

Wholly Owned Joint Ventures

- ✓ 37 Manufacturing Facilities Primarily Located in North America[1]
- ✓ Key Operations Strategically Located Proximate to Suppliers and Customers
- ✓ Expertise in Optimizing Supply Chains and Minimizing Total Landed Cost
- ✓ 90% of Sales in North America; 10% of Sales in Asia and Europe

[1] Includes Worthington Steel's consolidated and unconsolidated joint ventures.

Joint Ventures Expand Our Processing Capabilities and Reach

Spartan Steel Coating (52%)

- Partner: Cleveland-Cliffs
- A cold-rolled, hot-dipped coating line producing galvanized, galvannealed and aluminized products
- Single facility in Michigan
- Growth Initiative – Added Type 1 aluminized capability

425k Toll Tons

TWB (55%)

- Partner: BaoSteel
- Tailor welded products for the automotive industry
- Operates 11 facilities in US, Canada, Mexico
- Growth Initiative – Introduced new product (hot formed tailored blanks)

250k Direct Tons
125k Toll Tons

WSCP[1] (63%)

- Partner: Samuel, Son & Co.
- Pickling and slitting for the automotive, fabrication and appliance markets
- Operates 1 pickling facility in Ohio

450k Toll Tons

Serviacero Worthington (50%)

- Partner: Serviacero
- Pickling, heavy gauge blanking, and slitting
- Operates 3 steel processing facilities in Mexico
- Growth Initiative – Investing in new slitter in central Mexico facility (Queretaro, MX)

400k Direct Tons
100k Toll Tons

Note: Volumes shown are total tons shipped from the fiscal year ended May 31, 2025, presented on a 100% basis.
[1] Worthington Samuel Coil Processing.

Near term outlook for key markets served by Worthington Steel

Automotive

- Traction motors for BEVs /hybrids including trucks
- Automatic transmissions for hybrids / ICE
- Frames and chassis
- Seat rails
- Body structure

Construction

- Metal buildings
- Garage doors & rail systems
- Corrugated steel pipe
- Metal framing
- Strut and conduit
- Fencing

Agriculture

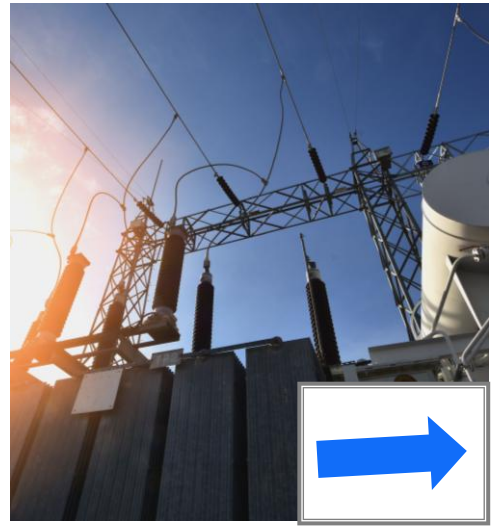
- Combines
- Grain bins
- Center pivot irrigation
- Hay bailers
- Auger, chain, blades and plow components

Truck / Trailer

- Wheel rims
- Frames
- Suspensions
- Trailer components
- Drivetrain

Energy

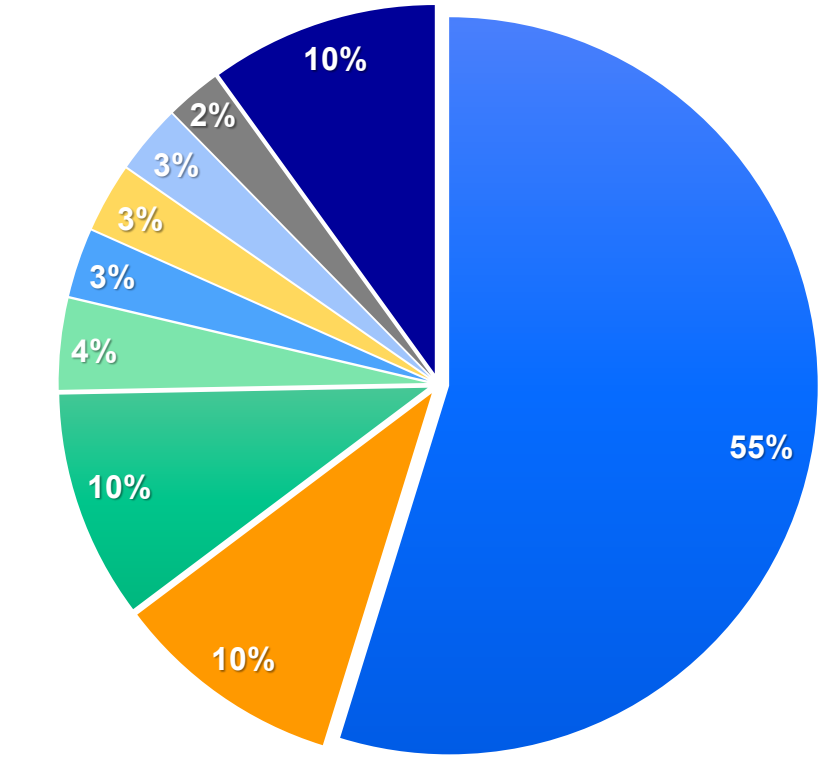
- Transformer cores for power distribution
- Generators, including large scale & home power generation
- Racking and mounts for solar applications



Note: BEVs = battery electric vehicles; Hybrids = full and mild hybrids and contain both traction motors and internal combustion engines; ICE = internal combustion engine vehicles.

Critical Supplier to Blue-Chip Companies Across End Markets

Diversified Customer Base, Many With Decades-Long Relationships



Note: Sales based on TTM ended February 28, 2026.

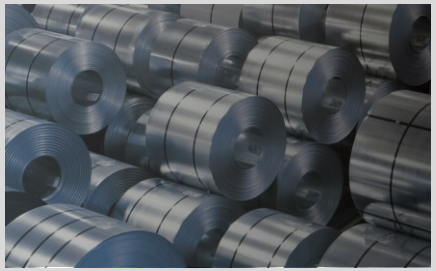
Our Strategy and Operating Model

WORTHINGTON STEEL

Proven Worthington Business System embedded in growth plans

Executing on our investments in the rapidly growing electrical steel market

Strategically expanding our capacity for highly technical electrical steel products to meet demand for infrastructure improvements and electric vehicles (including hybrid and battery electric vehicles)



Growing through strategic initiatives/capex, new products and acquisitions

Filling our existing capacity, meeting customer needs and capitalizing on attractive growth opportunities

Optimizing our business utilizing proven transformation processes

Improving our base business to increase margin, reduce working capital and maximize capacity

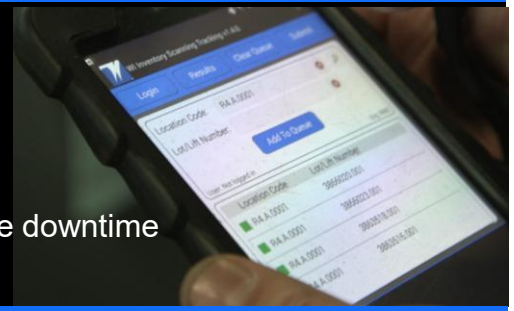
Worthington Business System is the Foundation for Driving Improved Profitability

Our people-first Philosophy is rooted in the Golden Rule: We treat our employees, customers, suppliers and shareholders as we would like to be treated

TRANSFORMATION

Leveraging Lean Practices and Technology

- Systematic approach to business improvement
- Optimizing working capital
- Maximizing capacity and reducing waste
- Predictive analytics and automation enhance efficiency, reduce downtime and improve safety



INNOVATION

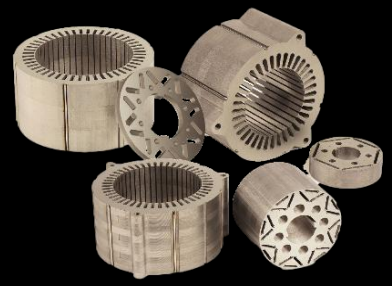
Tailored Customer Solutions

- Cross-functional teams
- Sophisticated supply chain management
- Price risk management
- Metallurgical expertise for customized solutions

ACQUISITION

Adding Capabilities for Above-Market Growth

- **Energy transition**: Tempel provides direct exposure to global decarbonization efforts, power grid modernization and expansion
- **Automotive lightweighting**: Acquisition of Shiloh BlankLight® expanded offerings for fuel-efficiency, cost reduction and part consolidation



Our Differentiated Business Model Drives Worthington Steel Forward

Beginning with Material from our Mill Partners

Worthington Steel Offers a Wide Range of Value-Added Processing Capabilities and Services

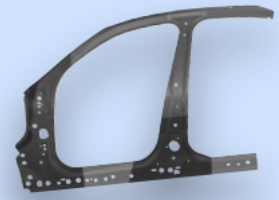
Serving Customers Across Attractive End Markets

Innovation: Product Improvements That Meet Changing Customer Needs for Lightweighting

"Voice of Customer" Approach to New Product Development
Driving Market Share Gains and Improved Customer Intimacy

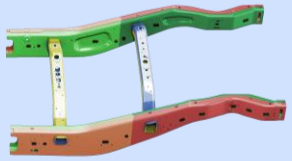
Continued Enhancements to Core Offerings

Hot Stamped Door Ring



Capitalizes on lightweighting and part consolidation trends

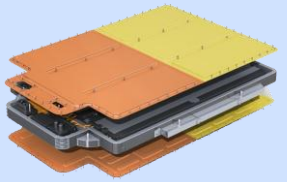
Advanced, High-strength Tailor Welded Frame Rails



Adopted by most North American light duty truck manufacturers

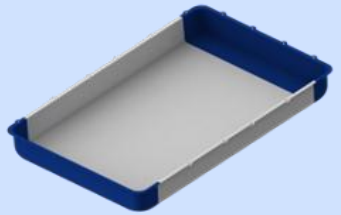
At the Forefront of EV Battery Box Design

Upper / Lower Battery Covers



A leading supplier to North American automotive producers

Deep Drawn Battery Tray



Innovative product solution in development

Since 2000, we have successfully launched more than 500 lightweighting production parts

Case Study: Our Transformation Strengthens Customer Relationships

Goal: Reduce Excess Working Capital While Maintaining Inventory for High-Growth Products

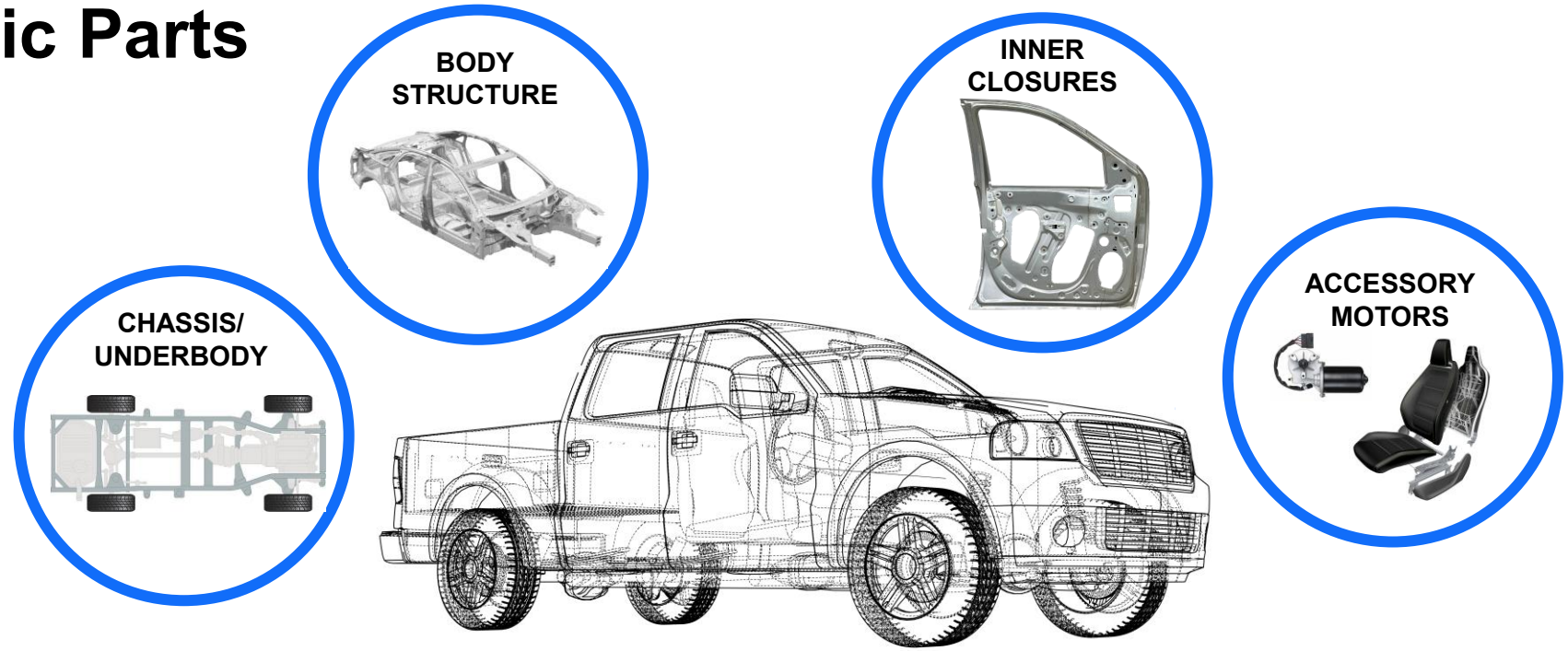
- Our customer faced high capital costs and limited floor space tied up in slow-turn inventory
- Growth was constrained by lack of space for higher-demand products
- We hosted a joint kaizen event to identify ways to optimize inventory across both organizations
- Collaborated to implement a more transparent, responsive ordering system
- Our customer **reduced working capital by 61%** in one month and **ensured supply for critical products**
- We improved visibility, strengthened demand planning and deepened a strategic relationship

Well Positioned to Capitalize on Key End Market Trends

	Decarbonization of Transportation		Energy Growth	Infrastructure	
Worthington Steel Product Offering	**Electrical Steel Laminations** **EV Traction Motors**	**Tailored Blanks** **Automotive Frames**	**Electrical Steel Laminations** **Transformer Cores**	**Electrical Steel Laminations** **Transformer Cores**	**Galvanized Steel** **Drainage Culvert / Renewables**
Key Trends	Worldwide transition to electric vehicles and OEM push for lightweighting innovation supporting automotive steel demand		Electrification, AI and data center growth creates demand for our products	Upgrading aging infrastructure and electrical grid in the U.S. will require a significant amount of steel	
Market Growth Drivers	**>70% of passenger vehicles** sold globally in 2030 expected to be battery or hybrid[1]		**7.7%** Projected CAGR through 2034	**$1 Trillion**[3] infrastructure bill signed in 2021	

Sources: [1] S&P Global Mobility, E-Motor Production Forecast, June 2025, includes mid- and full-hybrids; [2] Global Market Insights. (February 2025). *Transformer Market Size, Industry Share Report 2025–2034*; 3 White House (Inflation Reduction Act Guidelines, January 2023).

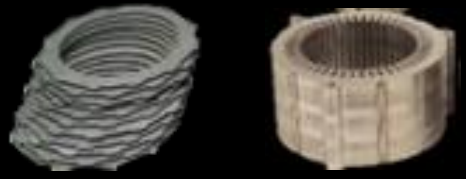
80% of Steel Sold by Worthington to Automotive Market Supports Powertrain-Agnostic Parts



We are also a critical supplier for powertrain components across all types of propulsion systems:

INTERNAL COMBUSTION ENGINE
Clutch plate

HYBRID
Clutch plate and electrical steel laminations



EV
Electrical steel laminations

*In North America, the average vehicle contains approximately 2,000 lbs of flat roll Steel (excluding the engine).

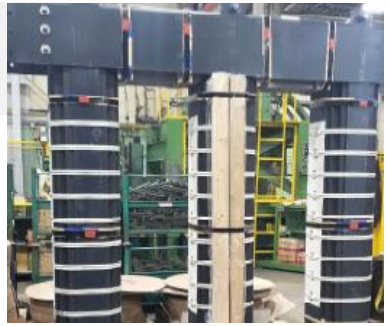
Focused Strategic Investments in Electrical Steel

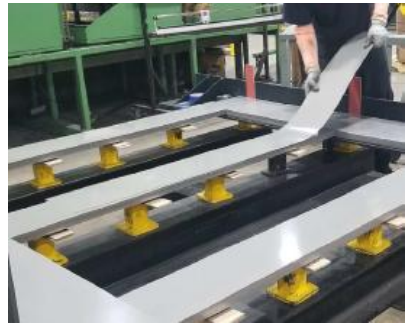
Mexico: Increase Motor Lamination Capacity to Meet Growing xEV Demand

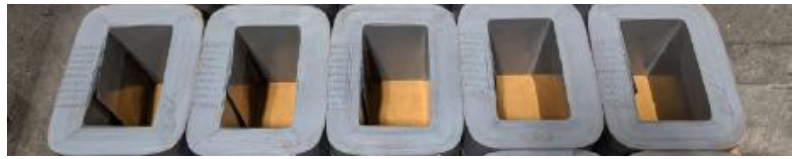
- Expanding existing xEV production capacity
- Total expected capex = $85M (~65% spent through 02/28/26)
  - Building expansion complete
  - Initial five presses installed; five more expected (exact timing tied to commercial milestones)
- Targeting start of production for fiscal Q4

Canada: Increase Transformer Core Making Capacity to Meet Demand

- Adding capacity to existing core-making operation to help customers close 2-year backlog on transformer orders
- Total expected capex = $85M (~90% spent through 02/28/26)
- Awarded enough new business to fill 60% of the additional capacity
- Some production underway







Expect Steady State EBITDA Margins to Be Accretive

M&A Is a Key Part of Our Strategy

Investment Criteria

- Well-run, successful companies with strong management teams
- Culture aligns with Our Philosophy
- Accretive to earnings per share in a short period of time and increases overall EBITDA margin
- Opportunities to increase value through Transformation and synergy capture
- Strengthen our business in current markets or provide access to new, attractive and more niche markets

Select Acquisitions

GIBRALTAR INDUSTRIES
Strip Steel Assets

ROME STRIP STEEL
"THE CUSTOMERS MILL"

TEMPEL

SHILOH.
BlankLight® Assets

voestalpine
Automotive Components
Nagold, GER

Pending Acquisition of Kloeckner

WORTHINGTON STEEL

Acquisition of Kloeckner & Co

Creating a larger & more diversified market leader

- **Worthington Steel to Acquire Kloeckner for €11 per Share in Cash**

Accelerates Worthington Steel's growth strategy

- **Creates the second largest Service Center in North America**
- **Expands and diversifies geographic footprint, product offering and end markets served**
  - Enhances ability to serve Southern US
  - Adds long products, plate, aluminum, stainless and downstream fabrication
  - Creates a diversified market portfolio which mitigates cyclicality
- **Enhances existing capabilities and presence**
  - Carbon flat-roll steel
  - Electrical steel laminations
- Expected to deliver significant value via **identified synergies – $150M by end of FY 2028**
- **Strong free cash flow** of combined business provides clear path to achieve **net leverage target of less than 2.5x within 24 months‡**
- Adds **portfolio of high value-added initiatives** to growth pipeline
- Provides **platform for further strategic growth**
- **Capitalizes on a similar corporate culture**, closely aligned with WS' Philosophy, to facilitate smooth integration and synergy realization

Significant synergy opportunity in North America

Procurement

~$55M

- Sourcing optimization
  - Direct and indirect spend
- Optimization of scrap management

Commercial Process Synergies

~$40M

- Expanded cross-selling in electrical steel, aluminum, stainless and fabrication
- Streamlining of product portfolio eliminating lower margin items

$150M Expected Annual Synergies by Year 2

Operational Efficiency

~$30M

- Supply Chain
  - Integration of outside steel processing
  - Galvanized
- Manufacturing efficiency
  - Shop floor Transformation

Overhead Reduction

~$25M

- SG&A optimization
- Elimination of duplicative functions and public company costs

- Synergy capture driven by an Integration Management Office using WS Transformation approach
- Additional benefits to be delivered via working capital improvements

- 50% of run-rate synergies expected to be realizable in year 1
- ~$40M One-time costs expected to achieve synergies

Overview of Transaction Process

100% cash tender offer in Germany

Transaction Execution

Tender Offer

- Acquisition to be executed via a tender offer in accordance with the German Takeover Rules
- Minimum offer acceptance threshold of **57.5%**
- Kloeckner shareholder representing ~42% of its share capital has committed to accepting WS' tender offer
- Final results expected March 31, 2026

Financing

- Committed bridge financing of $1.9B USD, provided by Wells Fargo and Citi, to be replaced by permanent debt financing prior to closing
- Takeout debt financing expected to be sized at completion of the offer period
  - Size dependent on: (i) Tender Offer acceptance levels, and (ii) Roll-over of Kloeckner's existing debt facilities
- Expected pro forma net leverage of ~4.0x at closing[1,‡]
  - Ample liquidity under existing facilities to support needs of combined business

Timing

- Tender offer **launched February 5, 2026**
- **Amendment of Takeover Offer lowering threshold to 57.5% published March 10, 2026**
- **Deadline to tender shares: March 26, 2026**
- Closing subject to completion of the tender process, regulatory approvals and other customary conditions
- **Integration planning underway – Integration Management Office (IMO) established and planning initiated**
- Expected closing – second half of CY 2026

Source: Company Filings

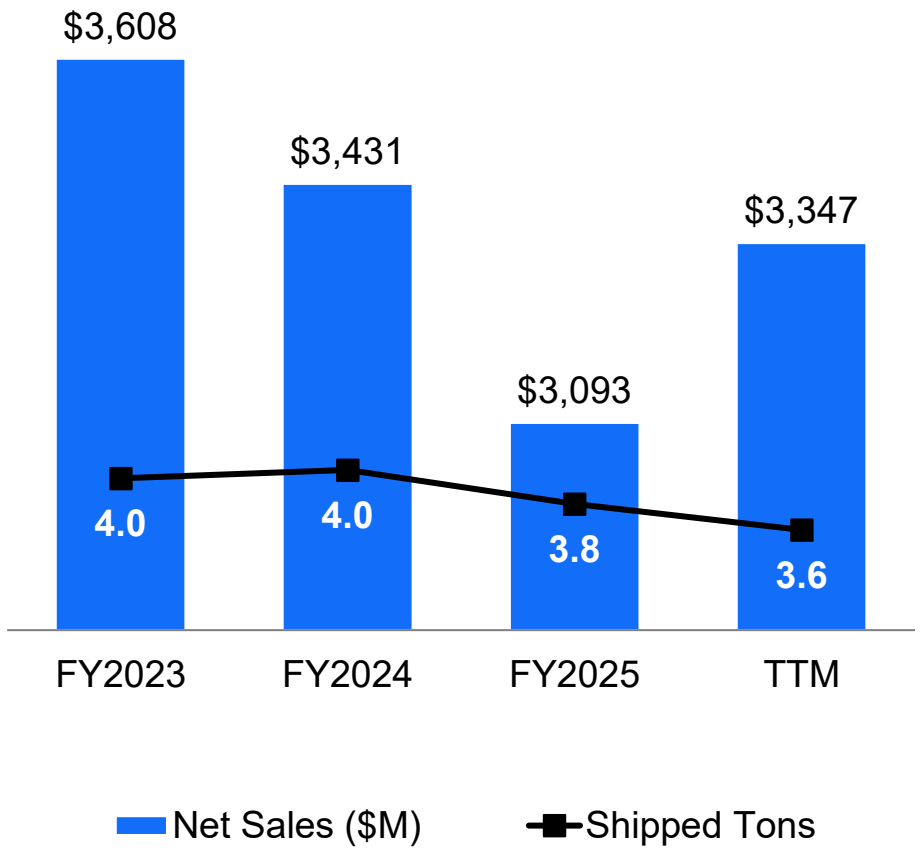
1. Represents Net Debt / Pro Forma EBITDA including $150M of Synergies

Key Financial Metrics

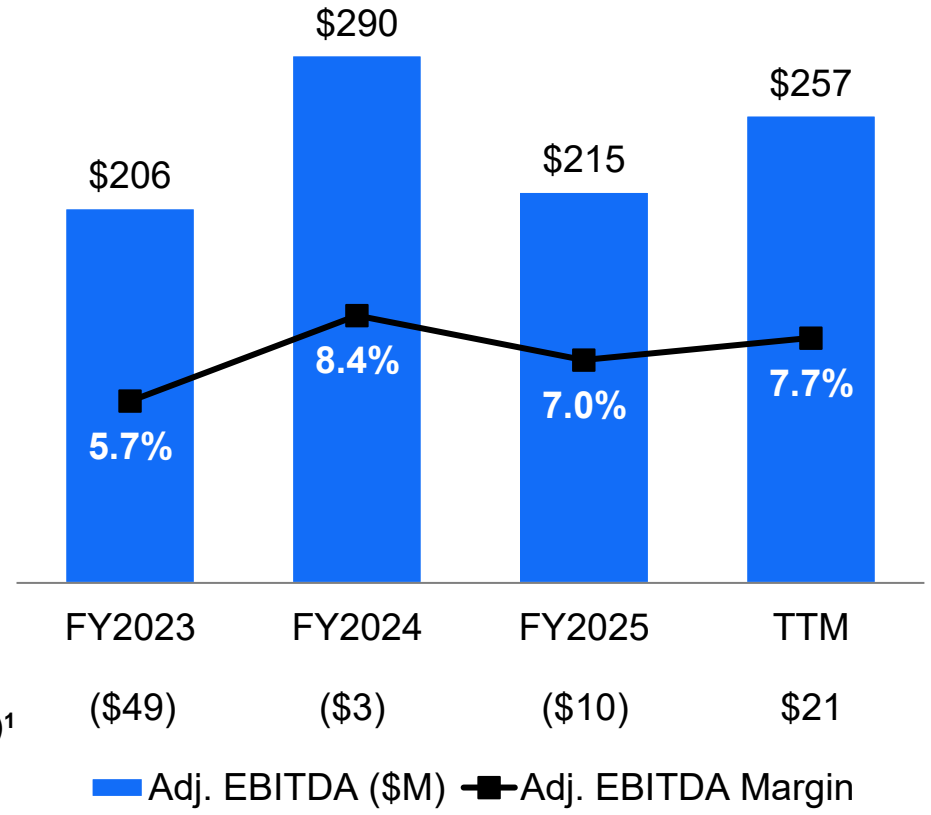
WORTHINGTON STEEL

Resilient Financial Performance Despite Commodity Volatility

Net Sales ($M) & Volumes (M Tons)



Adjusted EBITDA ($M) & Margin (%)



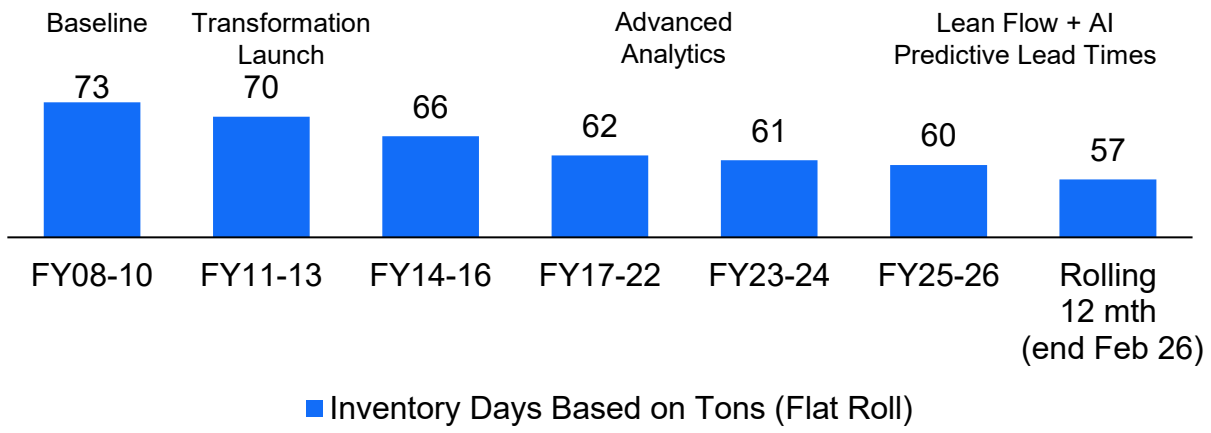
Note: FY is fiscal year ended May 31. TTM ended February 28, 2026. [1] Estimated Inventory Holding Gains or Losses in respective period.

How Worthington Steel Mitigates Volatility in Steel Pricing

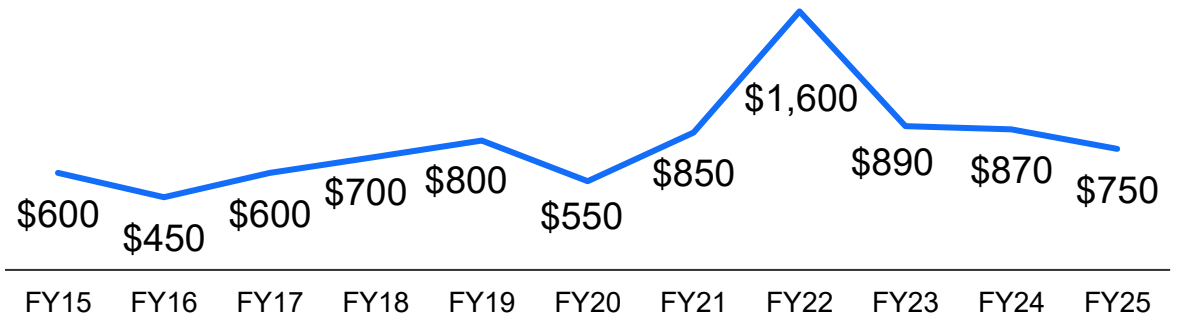
We Minimize Steel Holding Gains and Losses

- **Worthington Business System** to manage inventory
  - Deployed to drive inventory lower within carbon flat-rolled locations; opportunities remain
  - Inventory down on a tons basis
- Use **firm-priced** contracts where possible to lock in margin
  - Customers choose contract mechanisms that best fit their business
- **Mirror** customer and supplier contract mechanisms (e.g., buy/sell on quarterly CRU)
  - ~100% of contracts are mirrored
- Utilize **steel futures** when fixed pricing is not offered by a mill

Worthington Business System Helps Drive Down Inventory



Historical Hot-Rolled Steel Price ($/ton)



Note: Period ending February 28, 2026

Lean Flow: Converting Inventory into Structural Cash Advantage

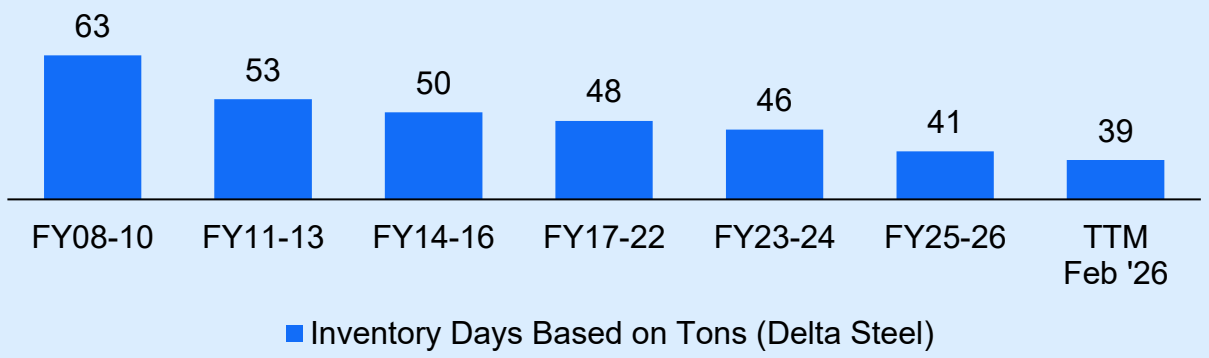
From Inventory Congestion to Demand-Driven Flow

- **Lean Flow Designs** align material release, production and purchasing directly to true customer demand — replacing forecast-driven push with disciplined pull
- We are **tightening purchasing windows**, aligning supplier lead-times to true demand signals and using automation to prevent inventory from rebuilding
- **Structural Impact:** no delivery degradation, stabilized flow through mix shifts and reclaimed floor space
- Next Steps, expanding into **AI driven lead-times** & buys

Delta, Ohio Case Study

- **At our Delta facility**, this approach has translated into:
  - **~1,000 WIP coils removed** (60% reduction) without delivery disruption
  - Cycle times reduced by 25% (purchase order to finished goods)
  - Tons based inventory reduced 7 days since Company separation **(**~$20M working capital reduction)

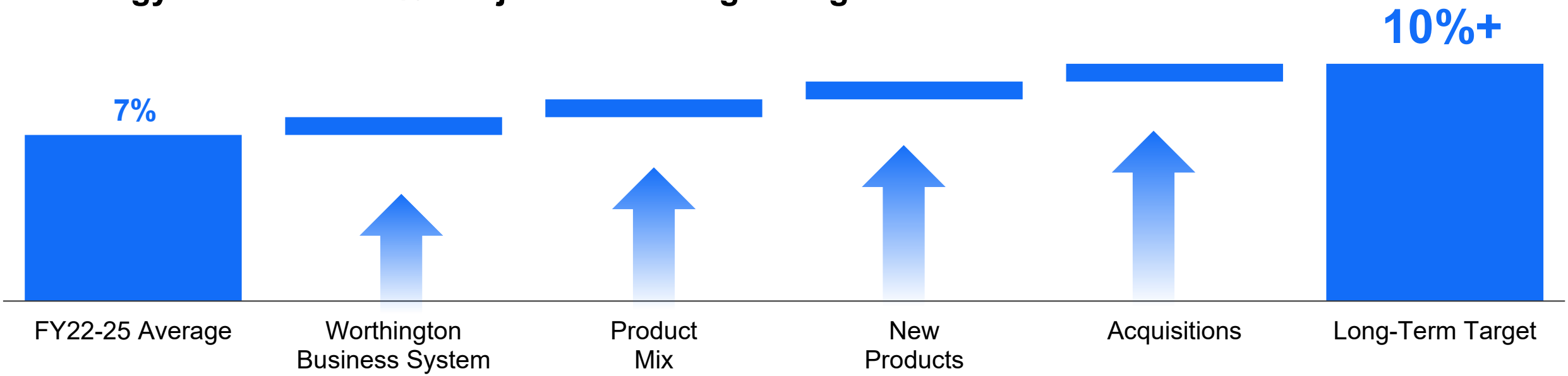
Delta, Ohio Lean Flow Results



Note: Period ending February 28, 2026

Pathway to Margin Expansion

Strategy to Achieve 10%+ Adj. EBITDA Margin Target

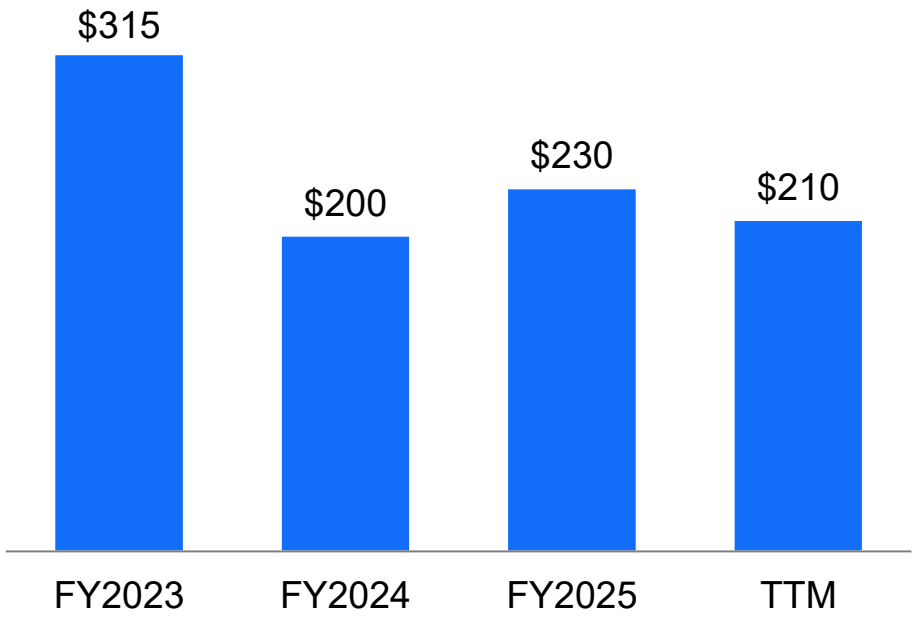


LEVERS TO IMPROVE PROFITABILITY	**Drive out waste and reduce costs**	**Focus on high margin products**	**Introduce higher margin new products and processes**	**Acquire margin accretive businesses**
RECENT EXAMPLES	Applying Transformation to corporate functions	Expanding electrical steel capabilities in Canada and Mexico	Licensed ablation technology to open new opportunities for TWB	Sitem acquisition strengthens global presence for electrical steel

Note: Sitem Acquisition Closed June 3, 2025; just after the close of FY25.

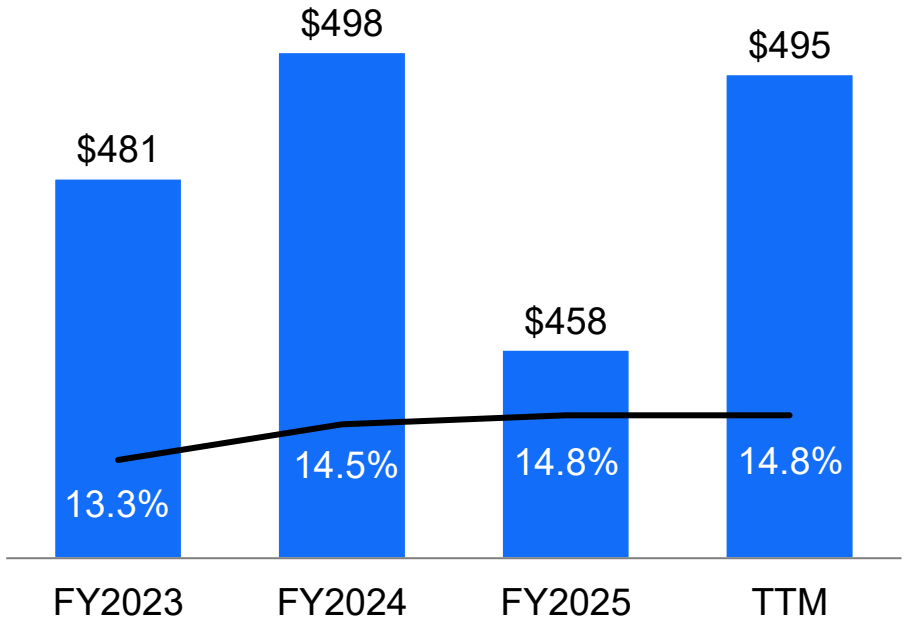
Strong Cash Flow Supports Growth Initiatives

Operating Cash Flow ($M)



	FY2023	FY2024	FY2025	TTM
Capex ($M)	$45	$103	$130	$129

Operating Working Capital[1] ($M)



	FY2023	FY2024	FY2025	TTM
Steel Price ($/ton)	$890	$870	$750	$890

Note: FY is fiscal year ended May 31. TTM ended February 28, 2026.

[1] Operating Working Capital defined as accounts receivable plus inventory minus accounts payable.

Capital Investments to Strengthen and Grow Market Position

Strategic Capital Investments

Increasing Lightweighting Capabilities/Capacity

- **Laser Welding:** support lightweighting targets for new Battery EV models
- **Ablation:** produce Hot Formed Tailored Blanks for automotive lightweighting applications

Investing in Electrical Steel Capacity/Capability

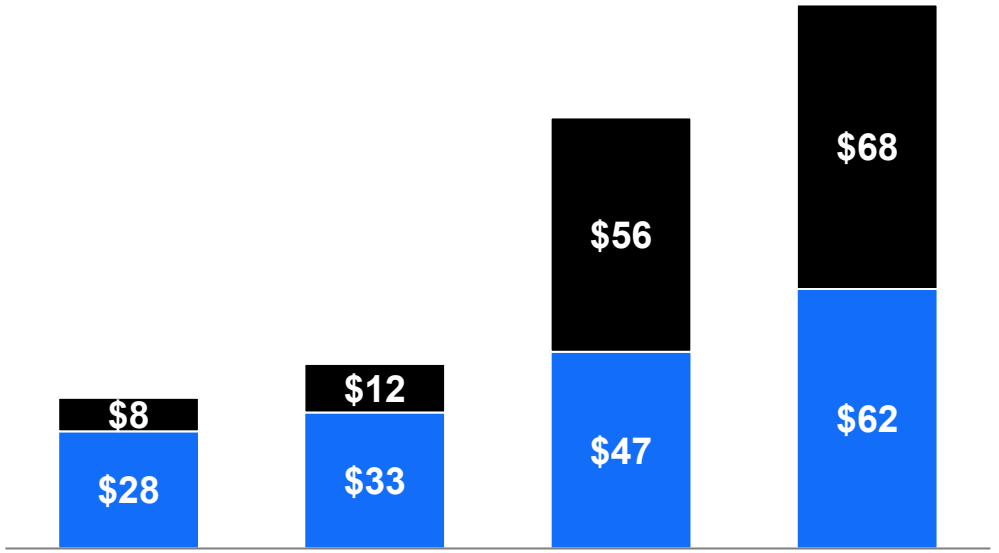
- **Transformer Core Lamination Expansion:** adding capacity and capability in Canada
- **xEV Focus Factory:** expanding electrical steel lamination offering in Mexico

Maintenance Capital

- Category includes equipment, information technology, new headquarters and environmental, health & safety
- Philosophy toward maintenance spending is to maintain key assets in market-ready condition

Capital Expenditures ($M)

Expect FY 2026 capital expenditures of approximately $110 Million



	FY2022	FY2023	FY2024	FY2025
Capex (% of Sales)	0.9%	1.3%	3.0%	4.2%

■ Maintenance ■ Strategic

Capital Structure Supports Growth Initiatives

- Accomplished initial goal for a **strong balance sheet at Spin Date**
- Expect to maintain a **flexible capital structure** with modest leverage and ample liquidity
- **Current credit facility** consists of:
  - $550M ABL facility, maturing in 2028
- Goal is to **maintain sufficient liquidity and flexibility** to execute on our business strategy
  - Pursue high-return **organic growth** opportunities
  - Target strategic **accretive acquisitions**
  - **Return capital to shareholders**

Balance Sheet Summary ($M)	
Total Debt	**$251**
(-) Cash	$90
Net Debt	**$161**
Trailing Twelve Month Adjusted EBITDA	**$257**
Trailing Twelve Month Net Leverage[1]	0.63x
Total Liquidity[2]	**$240**

Note: Fiscal 2026 Third Quarter ended February 28, 2026; [1] Trailing Twelve Month Net Leverage defined as Net Debt at period end divided by Trailing Twelve Month Adjusted EBITDA; [2] Total Liquidity defined as undrawn availability on ABL facility plus cash.

How We Drive Shareholder Value

WORTHINGTON STEEL

Disciplined Framework Designed to Drive Shareholder Value

Organic Growth

- Maintain operations in **market ready condition**
- **Grow capacity** to meet electrical steel and lightweighting demand
- Pursue **high IRR capacity additions**

Strategic M&A

- Target acquisition opportunities that are expected to be **immediately accretive to earnings**
- **Leverage track** record and skill set to **integrate bolt-on opportunities** and realize synergies

Shareholder Return

- Focus on **maximizing shareholder return**
- Expect to pay a modest **dividend**
- Long-term intention to pursue opportunistic **share buybacks**

…and Maintain Ample Liquidity and Financial Flexibility to Support Strategic Initiatives and Resiliency Through the Cycle

Experienced Management Team to Drive Strategy

More than 200 Combined Years of Experience Managing Through Steel Price Cycles and Shifting Macroeconomic Climates with Proven Ability to Execute M&A

GEOFF GILMORE
President & Chief Executive Officer

JEFF KLINGLER
Executive VP & Chief Operating Officer

TIM ADAMS
VP & Chief Financial Officer

JOE HEUER
VP & General Counsel

MELISSA DYKSTRA
VP of Corporate Communications & Investor Relations

NIKKI BALLINGER
VP of Human Resources

BRAD KERN
SVP of Operations

CLIFF LARIVEY
President, Flat-Rolled Steel Processing

BILL WERTZ
VP & Chief Information Officer

STEVE WITT
Corporate Controller

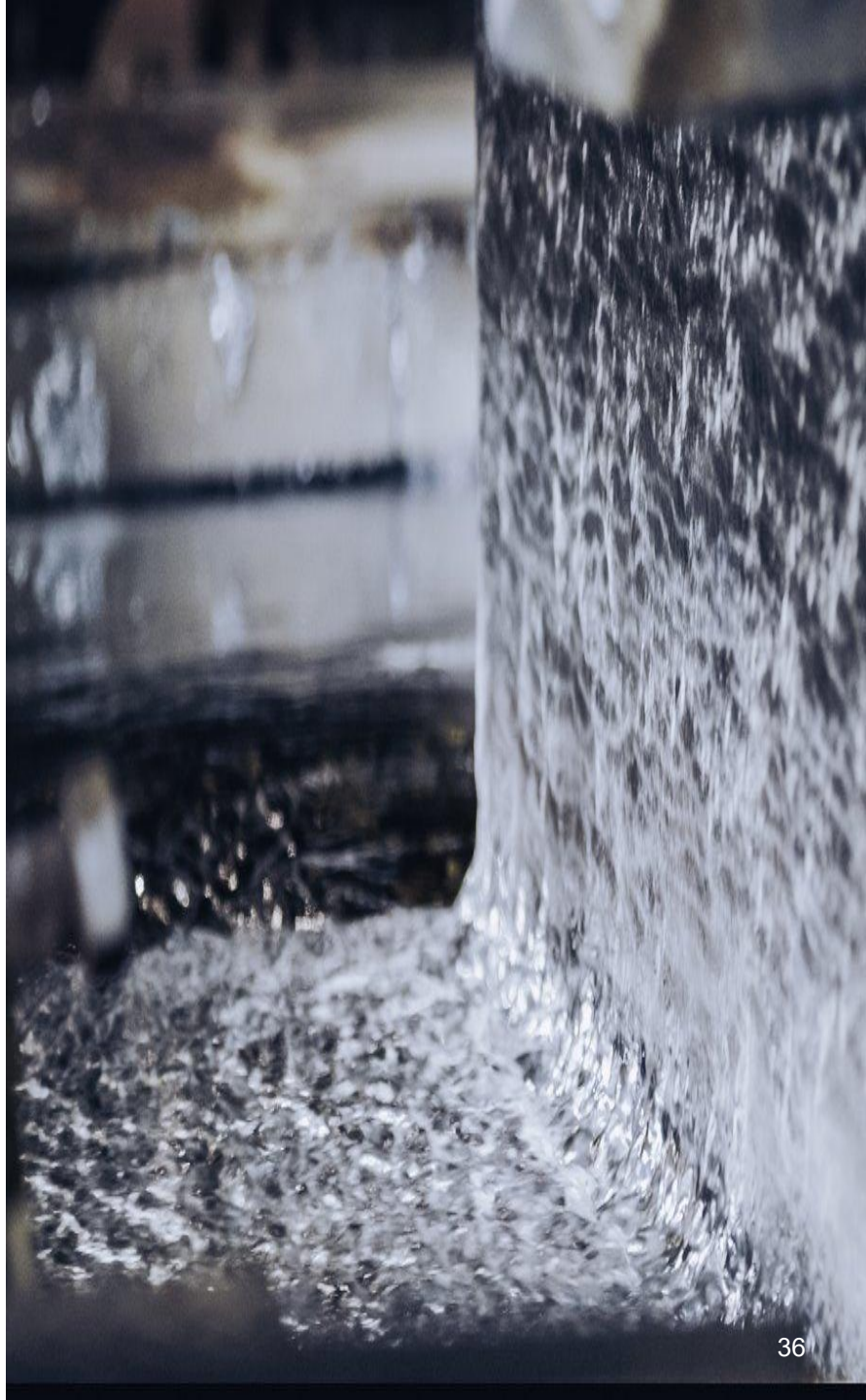
Investment Highlights

1. Well-positioned to capitalize on opportunities from expected growth in electricity usage to support data center growth and vehicle electrification combined with the modernization and expansion of the electric grid

2. Long-standing customer relationships focused on value creation and best-in-class service delivery

3. Strong balance sheet and ample liquidity to pursue attractive growth opportunities via strategic capital investments and/or value-enhancing acquisitions

4. Experienced management team with a track record of delivering value and driving success through the Worthington Business System



Appendix

WORTHINGTON STEEL

Reconciliation of Non-GAAP Financial Measures

These materials present certain financial measures that are not calculated in accordance with U.S. generally accepted accounting principles ("GAAP"). Management believes these non-GAAP measures provide useful supplemental information on the performance of the Company's ongoing operations and should not be considered as an alternative to the comparable GAAP measure. Additionally, management believes these non-GAAP measures allow for meaningful comparisons and analysis of trends in the Company's business and enable investors to evaluate operations and future prospects in the same manner as management. A reconciliation of each non-GAAP measure to its most directly comparable GAAP measure is outlined below. The following provides an explanation of each non-GAAP measure presented in these materials:

Adjusted EBITDA is defined as Adjusted Earnings Before Interest, Taxes, Depreciation and Amortization, and consists of EBITDA (calculated by adding or subtracting, as appropriate, interest expense, income tax expense and depreciation and amortization to/from net earnings attributable to Worthington Steel), which is further adjusted to exclude items that management believes are not reflective of, and thus should not be included when evaluating the performance, of its ongoing operations.

- Impairment of assets - impairments of assets are excluded to facilitate period-to-period comparability of the Company's operating performance, are inherently unpredictable in timing and amount, and are non-cash, so their exclusion facilitates the comparison of historical, current and forecasted financial results.
- Restructuring - restructuring activities consist of items associated with the Company's cost-optimization activities, such as divestitures, closing or consolidating facilities, employee severance (including rationalizing headcount or other significant changes in personnel), and realignment of existing operations (including changes to management structure in response to underlying performance and/or changing market conditions). These restructuring activities are excluded to facilitate period-to-period comparability of the Company's operating performance.
- Separation costs - direct and incremental costs incurred in connection with the Separation from Worthington Enterprises, Inc. (the "Former Parent"), including audit, legal, and other fees paid to third-party advisors as well as direct and incremental costs associated with the separation of shared corporate functions which are not part of the Company's ongoing operations.
- Tax indemnification adjustment - tax and indemnification adjustments reported in income tax expense and miscellaneous income, net, related to an indemnification agreement with the former owners of Tempel. These adjustments are the result of a first quarter fiscal 2025 favorable tax ruling. The indemnification agreement, which was entered into with the former Tempel owners at the time the Company acquired Tempel, provides protection to the Company from rulings by tax authorities through the acquisition date.
- Pension settlement gain - pension lift-out transaction to transfer a portion of the total projected benefit obligation of the Tempel pension plan to a third-party insurance company, which resulted in a pre-tax non-cash gain reported in miscellaneous income (expense), net, is excluded from adjusted results to facilitate period-to-period comparability of the Company's operating performance as it reflects a discrete settlement event.
- Gain on land sale - sale of unused land on the campus of the Tempel subsidiary in China, which resulted in a pre-tax gain in miscellaneous income (expense), net, is excluded from adjusted results to facilitate period-to-period comparability of the Company's operating performance as it reflects the non-operational disposal of real property.
- Gain on Sitem group purchase derivative - mark-to-market gain on the economic (non-designated) foreign currency exchange contract entered into related to the purchase price for Sitem Group, which resulted in a pre-tax gain in miscellaneous income, net, and is excluded as it is not part of the Company's ongoing operations.
- Acquisition completion bonus payment - consists of the one-time bonus payment paid to key individuals upon the successful acquisition closing of Sitem Group. The acquisition completion bonus payment was included within SG&A expense.
- Other loss, net - includes the following items reported in miscellaneous income (expense), net, which are excluded from adjusted results to facilitate period-to-period comparability of the Company's operating performance:
    - Net insured loss incurred for damage as a result of a small, quickly contained fire at Tempel's subsidiary in Canada ("Tempel Canada"). The Company recognized a $0.5 million pre-tax loss equal to the amount of the insurance deductible.
    - Environmental reserve settlement gain of $0.2 million pre-tax recognized by Tempel Canada as the result of a prior indemnification with the former owners of the Canadian facility.
- Kloeckner purchase derivative - includes the change in the fair value of an economic (non-designated) cash flow derivative that was entered into to hedge a portion of the expected purchase price of the proposed Kloeckner acquisition. The change in the fair value is recorded in miscellaneous income (expense), net, and it is excluded from adjusted results to facilitate period-to-period comparability of the Company's operating performance as it reflects the non-operational activity.
- Kloeckner acquisition-related expenses - includes acquisition-related transaction and related costs incurred in connection with the proposed acquisition of Kloeckner. These costs consist primarily of advisory, legal, accounting, valuation and other professional fees, as well as certain integration expenses, and are expensed as incurred in accordance with U.S. GAAP. Exclusion of these costs is appropriate because they are directly attributable to a specific strategic transaction that management expects to be transformative to the Company's portfolio, scale and long-term operating profile and are not reflective of the Company's ongoing operating performance for the periods presented. Exclusion facilitates period-over-period comparisons, and to assess performance excluding the impact of transaction-specific activities.

Adjusted EBITDA Margin is calculated by dividing Adjusted EBITDA by net sales.

Free Cash Flow is defined as operating cash flows less capital expenditures.

For additional information with respect to Worthington Steel, please refer to our most recent Form 8-K, 10-Q and 10-K.

Reconciliation of Non-GAAP Financial Measures

(In millions)	Fiscal Year Ended May 31, 2023	Fiscal Year Ended May 31, 2024	Fiscal Year Ended May 31, 2025	TTM February 28, 2026
Net Sales	$ 3,608	$ 3,431	$ 3,093	$ 3,347
Net earnings attributable to controlling interest	$ 87	$ 155	$ 111	$ 122
Interest expense, net	3	6	7	9
Income tax expense	29	46	29	37
Depreciation and amortization	70	65	66	80
EBITDA	$ 189	$ 272	$ 213	$ 248
Impairment of assets [1]	2	1	5	2
Restructuring and other (income) expense, net [1]	(2)	-	1	(3)
Separation costs	17	20	-	-
Tax indemnification adjustment	-	(3)	5	0
Pension settlement gain	-	-	(3)	-
Gain on land sale	-	-	(2)	-
Gain on Sitem Group purchase derivative	-	-	(4)	(4)
Acquisition completion bonus payment [1]	-	-	-	3
Other loss, net	-	-	-	0
Kloeckner purchase derivative	-	-	-	(9)
Kloeckner acquisition-related expenses	-	-	-	20
Adjusted EBITDA	$ 206	$ 290	$ 215	$ 257
Adjusted EBITDA margin	5.7%	8.4%	7.0%	7.7%

[1] Excludes the impact of the noncontrolling interests.

	TTM February 28, 2026
Operating cash flow	$ 210
Capital expenditures	129
Free cash flow	$ 81