

BAIRD

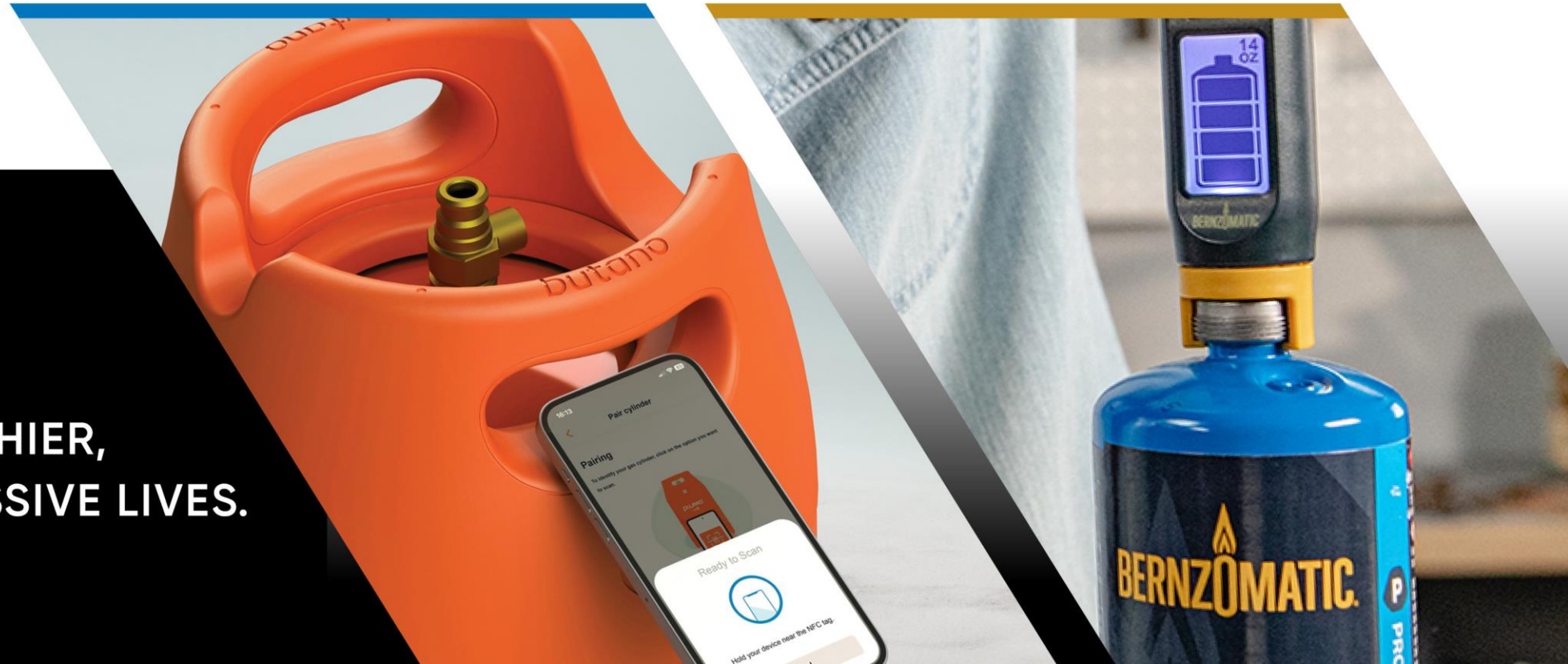


## 2024 GLOBAL INDUSTRIAL CONFERENCE

NOVEMBER 12, 2024

Building Products | Consumer Products

ENABLING  
SAFER, HEALTHIER,  
MORE EXPRESSIVE LIVES.



# 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: expected cash positions, liquidity and ability to access financial markets and capital; outlooks, strategies or business plans; anticipated benefits of the separation of the Company’s steel processing business (the “Separation”); expected financial and operational performance of, and future opportunities for, the Company following the Separation; the Company’s performance on a pro forma basis to illustrate the estimated effects of the Separation on historical periods; the tax treatment of the Separation transaction; 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 the novel coronavirus (“COVID-19”) pandemic; 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 uncertainty of obtaining regulatory approvals in connection with the Separation, including rulings from the Internal Revenue Service; the ability to successfully realize the anticipated benefits of the Separation; the impacts of the COVID-19 pandemic; 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 (especially in light of the COVID-19 pandemic and Russia’s invasion of Ukraine); 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 (especially in light of Russia’s invasion of Ukraine), 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 Russia’s invasion of Ukraine), 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, especially in light of the COVID-19 pandemic, 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, 2024, 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. 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.



# WORTHINGTON ENTERPRISES

A market-leading **designer** and  
**manufacturer** of innovative Building  
Products and Consumer Products that  
help enable people to live safer,  
healthier and more expressive lives



# Building Products At-a-Glance

## Heating and Cooking

Facilitating the transition away from fuel oil, as well as providing back-up power solutions.



## Water

Key component in providing safe and clean drinking water in homes and buildings.



## Cooling

Integral in storing and transporting refrigerants while facilitating the transition to lower global-warming potential and ozone-depleting gases.



## Construction

Provides safe storage and transport of spray polyurethane foam insulation and roofing adhesive.



## Ceiling Solutions



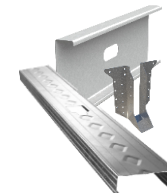
Solutions for ceilings, walls and partitions, suspended systems, and trim and transitions in numerous commercial, education, healthcare, retail and specialty environments, among others.



## Metal Framing



Cold-formed steel framing and drywall/plastering finishing systems for interior and exterior applications, as well as clips, connectors, metal lath, welded wire, barrier mesh and accessories.



## KEY FIGURES

(TTM AS OF Q1 FY25)

**\$593M**

NET SALES

**32%**

ADJ. EBITDA MARGIN

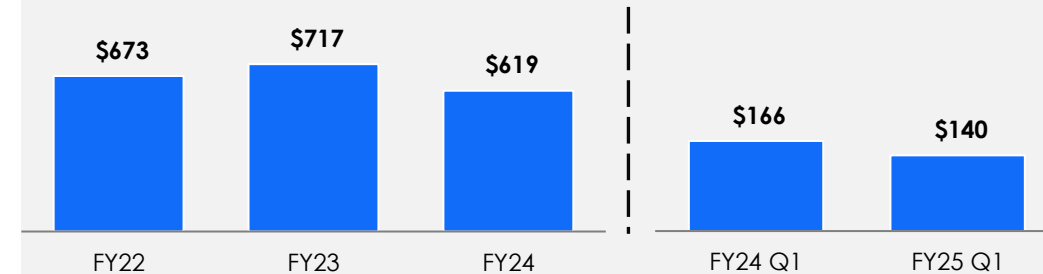
**\$190M**

ADJ. EBITDA

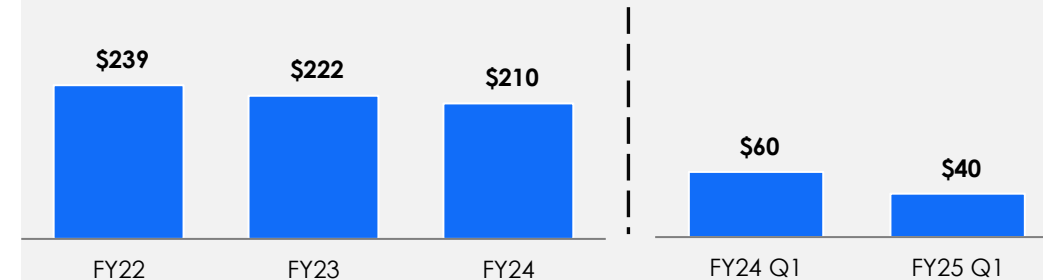
## FINANCIAL METRICS

(\$ MILLIONS)

NET SALES



ADJ. EBITDA



Note: TTM figures as of Q1 FY2025. Net Sales reflects wholly-owned businesses only, exclude JV's.

# Consumer Products At-a-Glance

## Tools



Hand-held torches, micro torches, lighters, accessories and fuel for constructing, fixing, making and creating.



Precision and specialty hand, digital and safety tools for tradesmen, craftsmen and DIYers.



## LEVEL5

Drywall tools and accessories used for finishing and taping, skimming and masonry projects by professionals and DIYers.



## Mag-Torch

Hand-held torches and micro torches used on the job and at home.



## PACTOOL

Cutting, siding and roofing tools utilized by tradespeople and DIYers for construction, remodeling and renovation projects.



## Outdoor Living



Torches, fuel and accessories, including the first in-market digital fuel gauge, for outdoor adventures, backyard entertaining and yardwork.



Portable propane fuel cylinders for outdoor adventures.



Ergonomic multi-use garden tools including cultivators, weeders, edgers, pick-up and hand tools.



Pizza ovens, pellet grills, griddles and accessories for backyard cooking or outdoor experiences away from home.



## Celebrations



Portable helium tanks and accessories for celebrations anytime and anywhere.



## KEY FIGURES

(TTM AS OF Q1 FY25)

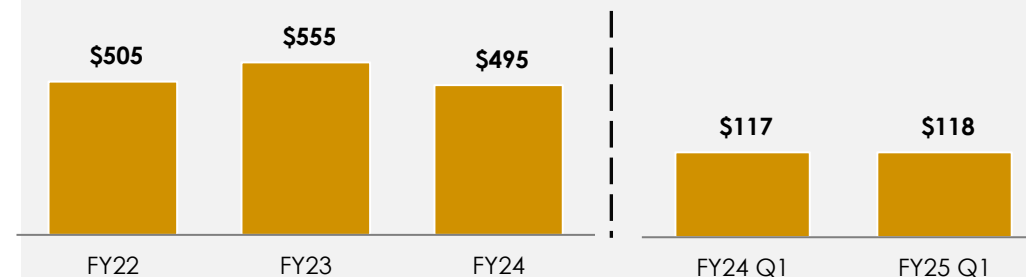
**\$496M**    **15%**    **\$73M**

NET SALES    ADJ. EBITDA MARGIN    ADJ. EBITDA

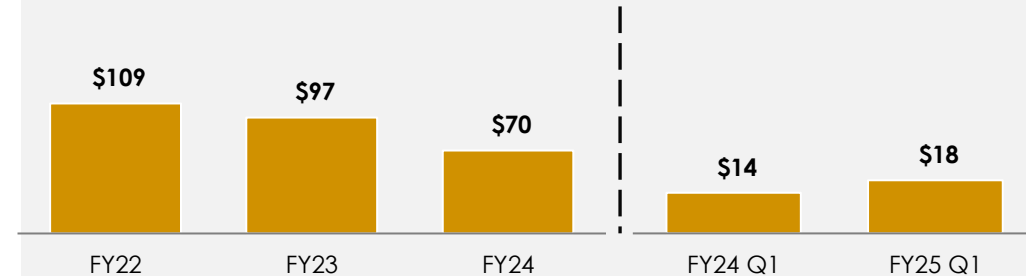
## FINANCIAL METRICS

(\$ MILLIONS)

NET SALES



ADJ. EBITDA



Note: TTM figures as of Q1 FY2025.

# Worthington Enterprises - A Compelling Financial Profile

Net Sales

**\$1,191M**

Adj. EBITDA<sup>1</sup>

**\$234M**

Adj. EBITDA  
Margin

**20%**

Net Working  
Capital<sup>2</sup>

**\$272M**

Fixed Assets

**\$256M**

Net Debt

**\$121M**



Note: TTM figures as of Q1 FY2025.

<sup>1</sup> Refer to appendix for reconciliation of Adjusted EBITDA from continuing operations to the comparable GAAP measure.

<sup>2</sup> Net Working Capital is defined as Accounts Receivable (\$168M) + Inventory (\$187M) – Accounts Payable (\$83M) as of 08/31/24.

# Established Portfolio of Market-Leading Brands...

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

Ceiling  
Suspension  
Systems



Metal  
Framing



Hand Torch  
And Fuels



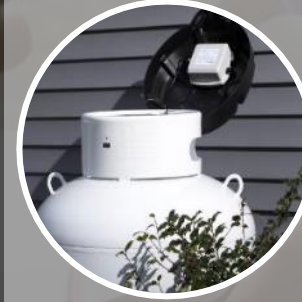
Camping  
Fuel



Portable  
Helium Tanks



Vertical  
Residential  
Heating Tanks



Well Water  
Tanks



Note: FY2024 period. North America only. Based on management estimates.

...With High Barriers-to-Entry

**High Margin, Asset-Light Business Model, Generating Strong Cash Flow and Returns**

**Highly Engineered Solutions** – Meeting Rigorous Specifications in Highly Regulated Markets

**Reliability, Speed & Product Quality** – Exceptional Quality, Service, and Supply Chain Solutions

**Robust Industry Knowledge** – 69-Year History Providing Specialized, Technical Industry Expertise

**Innovative Products and Services** – Driving Innovation Into Mature Markets

**Manufacturing at Scale** – Automation Enabling Enhanced Efficiency in Production Across Niche Markets

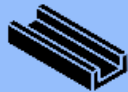


# Our Products Serve Markets that are Well Positioned to Capitalize on Strong Secular Trends

## GOVERNMENT STIMULUS AND SUPPORT



Ceiling Solutions



Metal Framing



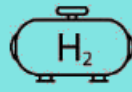
Tools



HVAC Products

Multiple Federal funding bills support long-term construction and supply chain investment

## ENVIRONMENTAL INVESTMENT



H2 & CNG Systems



Propane Systems



Refillable Solutions

Increasing investments in environmental projects at the corporate and government level

## POPULATION SHIFT



Lawn & Garden



BBQ / Grill Products



Foam & Adhesive

Population trends support increased need for new and re-modeled homes

## RE-SHORING AND NEAR SHORING



Industrial Products



Metal Framing



HVAC Products

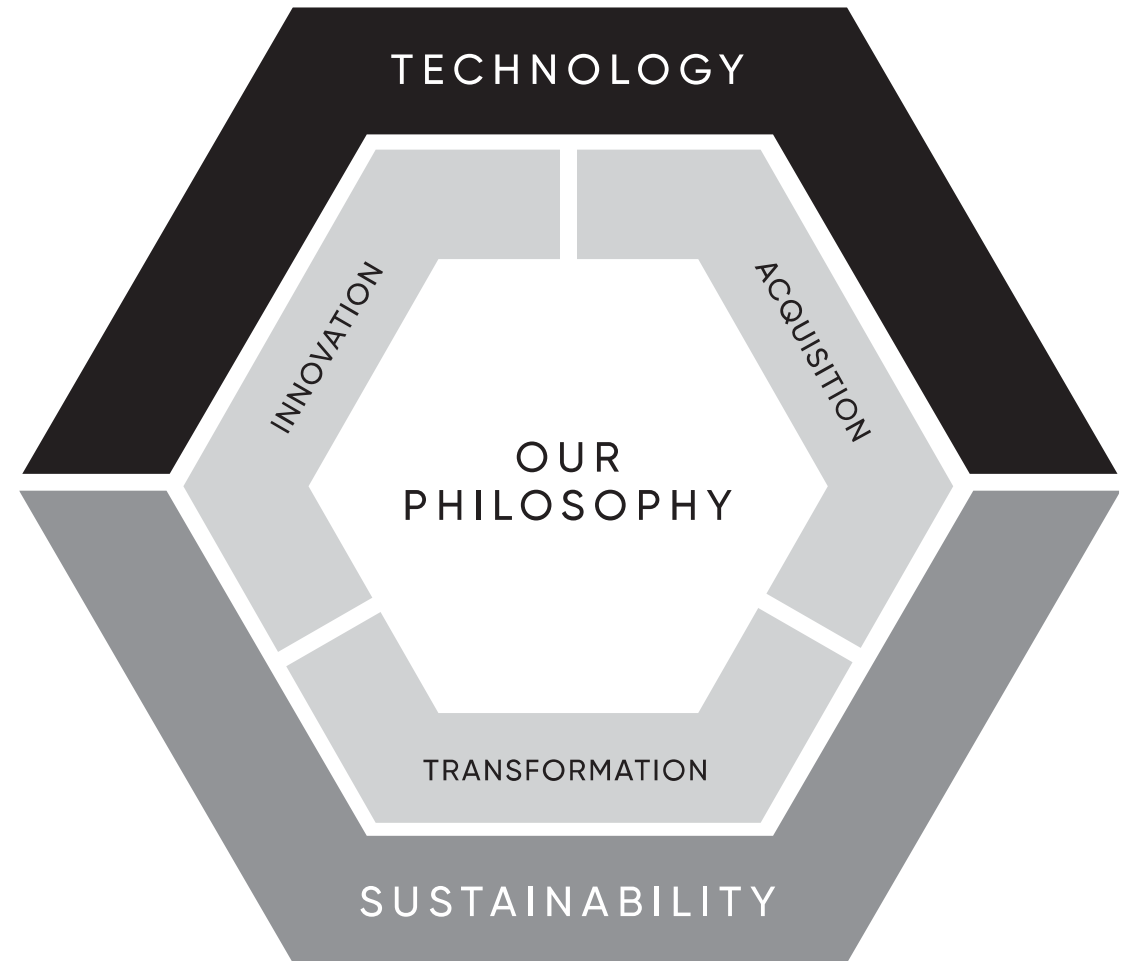
Manufacturing investment in the U.S. in early stages of multi-year resurgence



# Worthington Business System Accelerates Our Growth and Profitability

Our deeply-held Philosophy is rooted in the **Golden Rule** – we treat our customers, employees, investors, and suppliers as we would like to be treated

- Through continuous transformation we drive higher margins within Manufacturing, Commercial, Sourcing, and Supply Chain Excellence
- We innovate in partnership with our customers and suppliers
- We acquire strategic capabilities and invest in accretive opportunities
- We invest in technology and sustainability to create value for customers
- We are disciplined stewards of capital, focused on earning exceptional returns for our shareholders



# Innovation for Highly Engineered Products Drives Incremental Sales and Margin



Higher margin, diversified portfolio mix enabling long-term growth

# Acquisition Strategy Focused on Driving Profitable Growth



## Acquired Hexagon Ragasco on June 3, 2024

- A global market leader in lightweight, customizable LPG composite cylinders used for leisure, household (cooking) and industrial applications
- Highly automated manufacturing facility in Raufoss, Norway with approximately 130 employees which is now part of the Building Products segment
- Complementary to Worthington's Amtrol-Alfa facility in Portugal
- Furthers Worthington's interests in advancing the use of clean fuels as part of the global energy transition
- Calendar year 2023 Net sales of approximately \$64M and adjusted EBITDA of \$13M
- Purchase price of approximately \$100M subject to closing adjustments and a potential earn out

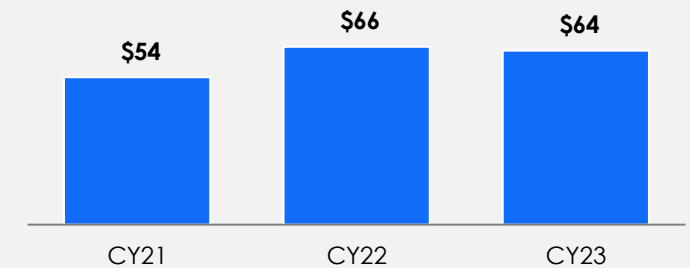


Broad array customized composite LPG cylinders used for leisure, household and industrial applications

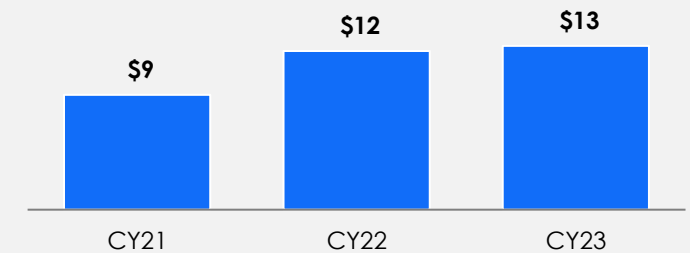


## HISTORICAL FINANCIAL METRICS (\$ MILLIONS)

### NET SALES<sup>1</sup>



### ADJ. EBITDA<sup>1</sup>



<sup>1</sup> Financials adjusted to reflect carve out from Hexagon Composites and converted from NOK to USD assuming exchange rate of 10.97 NOK/USD

# Guided by Our Philosophy

A People-First, Performance-Based Culture

## Culture of Engagement



Strong sense of belonging and accountability, driving ownership of results

## Health & Safety



Putting our people first and ensuring the health and safety of our employees

## Positive Impact



Partnering with organizations and school districts to support our communities

## Diversity & Inclusion



Valuing diversity of all types and committed to building an inclusive culture

## Profit-Sharing Incentives



Committed to best-in-industry practices in recruiting, promotion, and retention



# Low Leverage and Ample Liquidity Provides **Financial Flexibility**



Strong  
Balance Sheet

Leverage<sup>1</sup>: **1.3x**  
**Total Debt / TTM Adj. EBITDA**



Financial  
Flexibility

Commitment to Maintaining  
**Investment Grade Rating**

Ample Liquidity<sup>2</sup>: **\$679M**



Disciplined  
Capital  
Allocation

Focused on growth and  
rewarding shareholders



Note: TTM figures as of Q1 FY2025.

<sup>1</sup> \$300M of total debt and TTM Adjusted EBITDA from continuing operations of \$234M.

<sup>2</sup> Includes \$179M of cash and cash equivalents and \$500M of capacity from undrawn revolver as of 08/31/24.

# Long-Term Capital Allocation Priorities

## ORGANIC GROWTH

- Brand, Innovation, and Channel investments
- Investments in automation and R&D initiatives
- High-returning Capex investments

## TARGETED M&A

- Build out core businesses and selectively grow into new markets
- Create value via channel and supply chain synergies
- Enhance capabilities allowing for faster integration and synergies

## CAPITAL RETURN

- Modest quarterly dividend payments - \$0.17 sh. quarterly
- Opportunistic share buybacks

# Worthington Enterprises

## KEY INVESTMENT HIGHLIGHTS

- Established Portfolio of Market-Leading Brands with High Barriers to Entry
- Strong Underlying Secular Trends Enabling Steady Long-Term Growth
- 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 and Ample Liquidity Provides Financial Flexibility



<sup>1</sup> TTM Figures as of Q1 FY2025 ended 08/31/24. Sales exclude pro-rata share of unconsolidated JV sales.

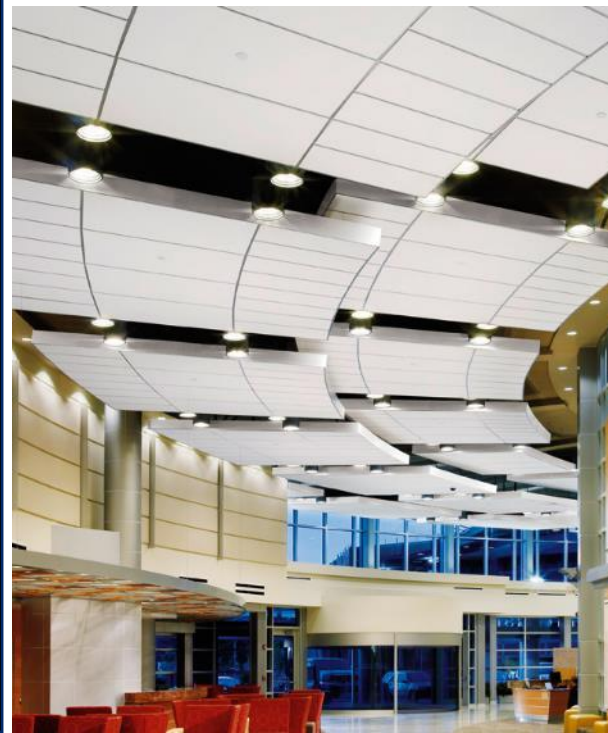
<sup>2</sup> Refer to appendix for reconciliation of Adjusted EBITDA from continuing operations to the comparable GAAP measure.

FOUNDED IN  
**1955**

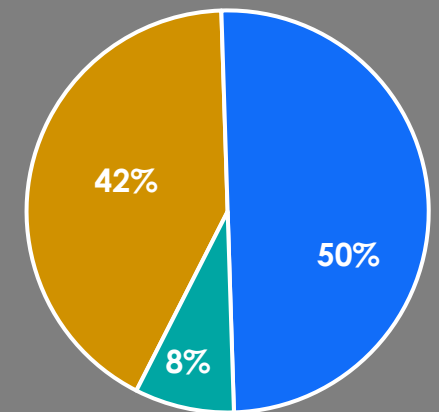


**NET SALES OF  
\$1.2 BILLION<sup>1</sup>**

Adj. EBITDA of  
\$234 million<sup>2</sup>



Net Sales  
by Segment<sup>1</sup>



■ Building Products ■ Consumer Products  
■ Other

# Appendix



# Worthington Enterprises

## Reconciliation of Non-GAAP Measures

(in millions)

	5/31/2024	TTM	FY 2024	FY 2025
	FY 2024	Q1 FY 2025	Q1	Q1
<b>Earnings (loss) before income taxes (GAAP)</b>	<b>\$ 74.0</b>	<b>\$ 69.0</b>	<b>\$ 35.8</b>	<b>\$ 30.8</b>
Less: net loss attributable to noncontrolling interest	(0.3)	(0.5)	-	(0.2)
Net earnings (loss) before income taxes attributable to controlling interest	74.3	69.5	35.8	31.0
Interest expense (income), net	1.6	1.0	1.1	0.5
EBIT (subtotal)	75.9	70.5	36.9	31.5
Corporate costs eliminated at Separation <sup>(1)</sup>	19.3	9.7	9.7	-
Impairment of goodwill and long-lived assets	33.0	33.0	-	-
Restructuring and other expense (income), net	29.3	30.5	-	1.2
Separation costs	12.7	10.3	2.4	-
Non-cash charges in miscellaneous income <sup>(2)</sup>	19.2	19.2	-	-
Loss on extinguishment of debt <sup>(3)</sup>	1.5		1.5	-
Gain on sale of assets in equity income <sup>(4)</sup>	(2.8)	(2.8)	-	-
Pension settlement charge in equity income <sup>(5)</sup>	1.0	1.0	-	-
Adjusted EBIT (subtotal)	189.1	171.4	50.5	32.7
Depreciation and amortization	48.7	48.4	12.1	11.8
Stock-based compensation	13.2	13.7	3.4	3.9
<b>Adjusted EBITDA - continuing operations (non-GAAP)</b>	<b>\$ 251.0</b>	<b>\$ 233.5</b>	<b>\$ 66.0</b>	<b>\$ 48.4</b>
<b>Adjusted EBITDA - continuing operations margin</b>	<b>20.1%</b>	<b>19.6%</b>	<b>21.2%</b>	<b>18.8%</b>



# Worthington Enterprises

## Reconciliation of Non-GAAP Measures

(in millions)

### Non-GAAP Footnotes

- (1) Reflects reductions in 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 our former steel processing business but did not meet the requirements to be presented as discontinued operations.
- (2) Reflects the following non-cash charges in miscellaneous expense:
  - Pre-tax charge of \$8.0 million from pension lift-out transaction completed in February 2024, to transfer the pension benefit obligation under The Gerstenslager Company Bargaining Unit Employees' Pension Plan to third-party insurance companies.
  - A pre-tax charge of \$11.2 million during the three months ended May 2024 due to the write-down of an investment in notes receivable that was determined to be other than temporarily impaired.
- (3) Reflects a pre-tax loss of \$1.5 million realized in connection with the July 28, 2023, early redemption of the 2026 Notes. The loss resulted primarily from unamortized issuance costs and discount included in the carrying amount of the 2026 Notes and the acceleration of the remaining unamortized loss in equity related to a treasury lock derivative instrument executed in connection with the issuance of the 2026 Notes.
- (4) Reflects the following activity within equity income associated with the sale or divestiture of assets at Workhorse:
  - A net gain of \$2.8 million associated with the divestiture of the Brazilian operations during the three months ended November 30, 2023.
- (5) Reflects the settlement of certain participant balances within the pension plan maintained by WAVE.



# Use of Non-GAAP Measures and Definitions

Effective December 1, 2023, the Company shifted management responsibilities for a propane tank manufacturing facility that was previously reported within the Consumer Products segment to the Building Products segment. Segment financial data included in these materials reflects this change for all periods presented.

**NON-GAAP 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"). The 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 the non-GAAP financial measures to evaluate the Company's performance, engage in financial and operational planning, and determine incentive compensation. Management believes these non-GAAP measures provide useful supplemental information and additional perspective 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 businesses and enables investors to evaluate operations and future prospects in the same manner as management.

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

Adjusted earnings (loss) per diluted share from continuing operations attributable to controlling interest is defined as adjusted net earnings (loss) from continuing operations attributable to controlling interest divided by diluted weighted-average shares outstanding.

Adjusted EBITDA – Adjusted EBITDA is defined as Adjusted Earnings Before Interest, Taxes, Depreciation, and Amortization ("Adjusted EBITDA"). EBITDA is calculated by adding or subtracting, as appropriate, interest expense, net, income tax expense, depreciation, and amortization to/from net earnings from continuing operations attributable to controlling interest, 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, as outlined below. Adjusted EBITDA also excludes stock-based compensation due to its non-cash nature, which is consistent with how management assesses operating performance. 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.

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

## Exclusions from Non-GAAP Financial Measures

Management believes it is useful to exclude the following items from the non-GAAP measures presented in this report for its own and investors' assessment of the business for the reasons identified below:

- ① Impairment charges are excluded because they do not occur in the ordinary course of our ongoing business operations, are inherently unpredictable in timing and amount, and are non-cash, which we believe facilitates the comparison of historical, current and forecasted financial results.
- ② Restructuring activities, which can result in both discrete gains and/or losses, consist of established programs that are not part of our ongoing operations, 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 items are excluded because they are not part of the ongoing operations of our underlying business.
- ③ 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 period 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 the current fiscal year 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.
- ④ 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.
- ⑤ Pension settlement charges are excluded because due to their 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. These transactions typically result from the transfer of all or a portion of the total projected benefit obligation to third-party insurance companies.
- ⑥ 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.

