



INVESTOR PRESENTATION

SEPTEMBER 2022



SAFE HARBOR STATEMENT

Forward Looking Statements: Statements that use the words “estimated,” “expect,” “could,” “should,” “believe,” “will,” “might,” or similar words reflecting future expectations or beliefs are forward-looking statements. The forward-looking statements include, but are not limited to, the following: impacts from public health issues (including pandemics, such as the recent COVID-19 pandemic) on the economy and the demand for Quanex’s products, the Company’s future operating results, future financial condition, future uses of cash and other expenditures, expenses and tax rates, expectations relating to Quanex’s industry, and the Company’s future growth, including any guidance discussed in this presentation. The statements and guidance set forth in this release are based on current expectations. These forward-looking statements involve significant risks and uncertainties that could cause the actual results or events to differ materially from this presentation. Many of these factors are outside Quanex’s control and are difficult to predict. For a complete discussion of factors that may affect Quanex’s future performance, please refer to the Company’s Annual Report on Form 10-K for the fiscal year ended October 31, 2021, and Quanex’s Quarterly Reports on Form 10-Q under the sections entitled “Cautionary Note Regarding Forward-Looking Statements” and “Risk Factors”. Any forward-looking statements in this presentation are made as of the date hereof, and the Company undertakes no obligation to update or revise any forward-looking statements to reflect new information or events.

Non-GAAP Terminology Definitions and Disclaimers: Adjusted Net Income (defined as net income further adjusted to exclude purchase price accounting inventory step-ups, transaction costs, certain severance charges, gain/loss on the sale of certain fixed assets, restructuring charges, asset impairment charges, other net adjustments related to foreign currency transaction gain/loss and effective tax rates reflecting impacts of adjustments on a with and without basis) and Adjusted EPS are non-GAAP financial measures that Quanex believes provide a consistent basis for comparison between periods and more accurately reflects operational performance, as they are not influenced by certain income or expense items not affecting ongoing operations. EBITDA (defined as net income or loss before interest, taxes, depreciation and amortization and other, net) and Adjusted EBITDA (defined as EBITDA further adjusted to exclude purchase price accounting inventory step-ups, transaction costs, certain severance charges, gain/loss on the sale of certain fixed assets, restructuring charges and asset impairment charges) are non-GAAP financial measures that the Company uses to measure operational performance and assist with financial decision-making. Net Debt is defined as total debt (outstanding balance on the revolving credit facility plus financial lease obligations) less cash and cash equivalents. The leverage ratio of Net Debt to LTM Adjusted EBITDA is a financial measure that the Company believes is useful to investors and financial analysts in evaluating Quanex’s leverage. In addition, with certain limited adjustments, this leverage ratio is the basis for a key covenant in the Company’s credit agreement. Return on Invested Capital (ROIC) is defined as Adjusted EBIT*(1 – Tax Rate) / (Average Shareholders’ Equity + Average Net Debt). Adjusted EBIT is calculated as Adjusted EBITDA – D&A. Average Shareholders’ Equity and Average Net Debt is calculated as average of beginning and ending balances of the period. Quanex uses the ROIC metric to measure the Company’s effectiveness in allocating capital and assist with capital deployment decision-making. Quanex believes ROIC is useful to investors in analyzing the efficiency of the Company’s deployment of capital. Return on Equity (ROE) is defined as Adjusted Net Income / Average Shareholders’ Equity. Average Shareholders’ Equity is calculated as the average of beginning and ending balances of the period. The Company uses the ROE metric to evaluating how much profit Quanex generates on the shareholders’ equity in the Company. Quanex believes ROE is useful to investors in analyzing the profitability of companies in the same industry. Free Cash Flow is a non-GAAP measure calculated using cash provided by operating activities less capital expenditures. Quanex uses the Free Cash Flow metric to measure operational and cash management performance and assist with financial decision-making. Free Cash Flow is measured before application of certain contractual commitments (including capital lease obligations), and accordingly is not a true measure of the Company’s residual cash flow available for discretionary expenditures. Quanex believes Free Cash Flow is useful to investors in understanding and evaluating the Company’s financial and cash management performance. Quanex believes that the presented non-GAAP measures provide a consistent basis for comparison between periods and will assist investors in understanding the Company’s financial performance when comparing results to other investment opportunities. The presented non-GAAP measures may not be the same as those used by other companies. Quanex does not intend for this information to be considered in isolation or as a substitute for other measures prepared in accordance with U.S. GAAP.

INVESTMENT APPEALS

A GROWING MANUFACTURING BUSINESS WITH CORE CAPABILITIES & BROAD APPLICATIONS

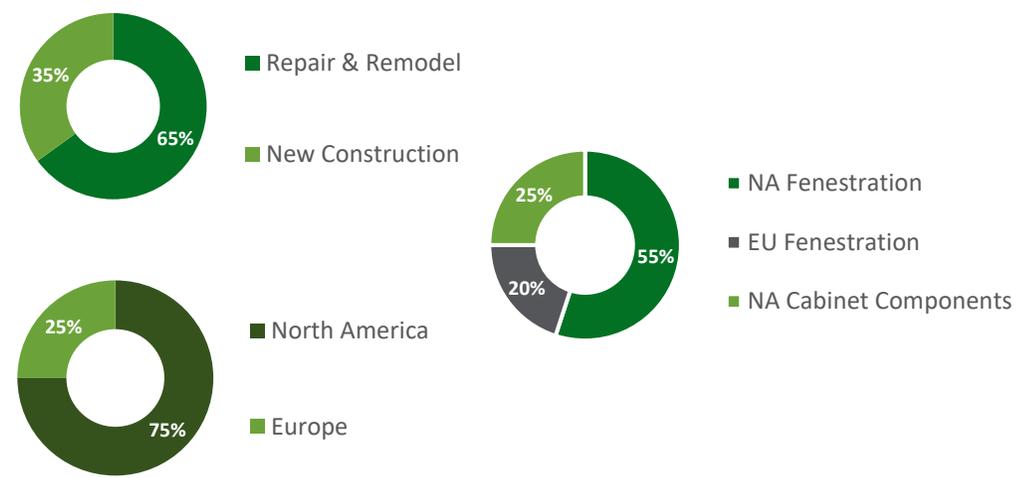
- 1 A Global market leader aligned with top OEMs across all product categories
- 2 Profitable above-market growth, strong free cash flow generation & significant ROIC improvement
- 3 Leveraging material science expertise and process engineering to expand into adjacent markets
- 4 Strong balance sheet with significant liquidity
- 5 Flexible business model with ability to respond to changing market dynamics
- 6 Capital allocation strategy focused on increasing total shareholder returns

QUANEX AT A GLANCE

COMPANY OVERVIEW

- **Largest domestic manufacturer and supplier of components to window and cabinet OEMs**
 - 85-year legacy of market leadership and consistent growth
- **Diversified business operating through three segments with a portfolio of strong brand names:**
 - NA Fenestration: *IG Spacers, Homeshield* (screens and accessories) and **MIKRON** (vinyl profiles) Quality Extruded Products
 - EU Fenestration: **Linlar** (vinyl profiles), **Edgetech** (IG spacers) A Quanex Building Products Company
 - NA Cabinet Components
- **Extensive plant network and extruding capabilities contributing to leading positions across product lines**
 - Widely recognized parent brand associated with differentiated products, quality and customer service
 - Broadest portfolio of product systems in the industry, enhanced by customizable solutions
- **Core manufacturing capabilities with broad applications**
- **Headquartered in Houston, Texas**

2021A REVENUE BREAKDOWN



KEY STATISTICS

<p>LTM 3Q22 SALES: \$1.2B ~16% YoY Growth</p>	<p>LTM 3Q22 NET INCOME: \$84.6M LTM 3Q22 ADJ. NET INCOME: \$84.8M</p>	<p>LTM 3Q22 ADJ. EBITDA: \$151.1M ~12.5% Margin</p>
<p>3Q22 NET LEVERAGE: 0.1X⁽¹⁾ Total Liquidity of \$296.5M⁽²⁾</p>	<p>NETWORK OF 30 PLANTS 27 U.S. and 3 Intl</p>	<p>EMPLOYEES: ~4,000 ~80% U.S. and ~20% Intl</p>

Note: EBITDA adjusted to exclude non-recurring items referenced in Safe Harbor Statement on slide 2. Please reference the Appendix for a reconciliation of Net Income to Adjusted EBITDA and a reconciliation of Net Leverage.

(1) Net Leverage Ratio defined as Net Debt/LTM Adjusted EBITDA. Please reference the Appendix for a reconciliation of Net Debt and Net Leverage Ratio.

(2) Excludes outstanding letters of credit and deferred financing fees; includes cash on balance sheet and availability under current credit facilities.

ROBUST PORTFOLIO OF CURRENT PRODUCT OFFERINGS

TOP SUPPLIER TO OEMS ACROSS A BROAD RANGE OF PRODUCT CATEGORIES

Window, Patio
Door & Other Components

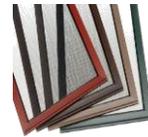


1 Insulating Glass Spacers



Enhance durability,
condensation resistance
and thermal
performance

2 Window & Patio Screens



Largest selection of
screen solutions and
components

3 Door Components



Door Seals



Thresholds

Door Jambs

4 Window Components



Window Grills



Cladding



Bow and Bay Windows



Muntin Bars

5 Window & Patio Profiles



Full system solutions or
custom designs for residential
and commercial markets

Provide superior energy
efficiency and durability

6 Other Components



Solar Sealant
(PSET)



Vinyl Fencing



Flashing Tape

Cabinet
Components



1 Cabinet Doors



2 Drawer Fronts



3 Face Frames & Components



LEADING COMPONENT SUPPLIER TO OEMs

	IG SPACERS	U.K. VINYL PROFILES	SCREENS AND ACCESSORIES	U.S. VINYL PROFILES	CABINET COMPONENTS
Market Position	A global market leader	Top 5 manufacturer in U.K.	A market leader in U.S.	Top 5 manufacturer in U.S.	A market leader in U.S.
Segment Overview	Highly engineered products focused on improving window and patio door thermal and energy efficiency	Branded PVC profiles used in the assembly of windows, patio doors and conservatories, fencing, decking, piling and exterior building products	Largest portfolio of screen solutions for windows and patio doors, as well as exterior and patio door thresholds and other precision products	Vinyl and composite profiles engineered for increased durability and superior energy performance	Single-source supplier of high-quality hardwood and engineered wood cabinet and drawer fronts and components for kitchen and bath OEMs
Key Strengths	<ul style="list-style-type: none"> ✓ Mission-critical, low-cost window component ✓ Diverse customer base generating cross-selling opportunities ✓ Significant economies of scale in North America ✓ Differentiated energy-efficient solutions preferred by OEMs ✓ Shifting consumer sustainability preferences multiplying TAM ✓ Strong brand synonymous with quality and service ✓ Lowest total cost platform 	<ul style="list-style-type: none"> ✓ Fastest-growing vinyl window profile extruder in U.K. ✓ Most energy-efficient profile systems in U.K. ✓ State-of-the-art manufacturing capabilities ✓ Strong brand recognition through the “Liniar” line of products 	<ul style="list-style-type: none"> ✓ Highly integrated in customer supply chain ✓ Customizable manufacturing and best-in-class lead times ✓ Strong relationships with largest OEMs across sectors ✓ Increasingly outsourced product by window manufacturers ✓ Automation opportunities to unlock significant margin expansion 	<ul style="list-style-type: none"> ✓ Expertise in vinyl extrusion ✓ Manufacturing footprint with capacity to grow ✓ Opportunity for market consolidation and margin improvement ✓ Ability to leverage existing asset base in new fenestration businesses 	<ul style="list-style-type: none"> ✓ Target goal of low double-digit “normalized” Adj. EBITDA margin profile ✓ Close working relationship with top cabinet OEMs ✓ Best-in-class service levels ✓ Unrivaled breadth of product ✓ Opportunity to expand into adjacent wood product categories

Note: Please refer to the Safe Harbor Statement on slide 2 for further information regarding Adjusted EBITDA.

DIFFERENTIATED MANUFACTURING FOOTPRINT

1

Extensive coast to coast manufacturing capacity

2

Domestic footprint supports local customer base

3

Ideally positioned to handle international supply chain disruptions

4

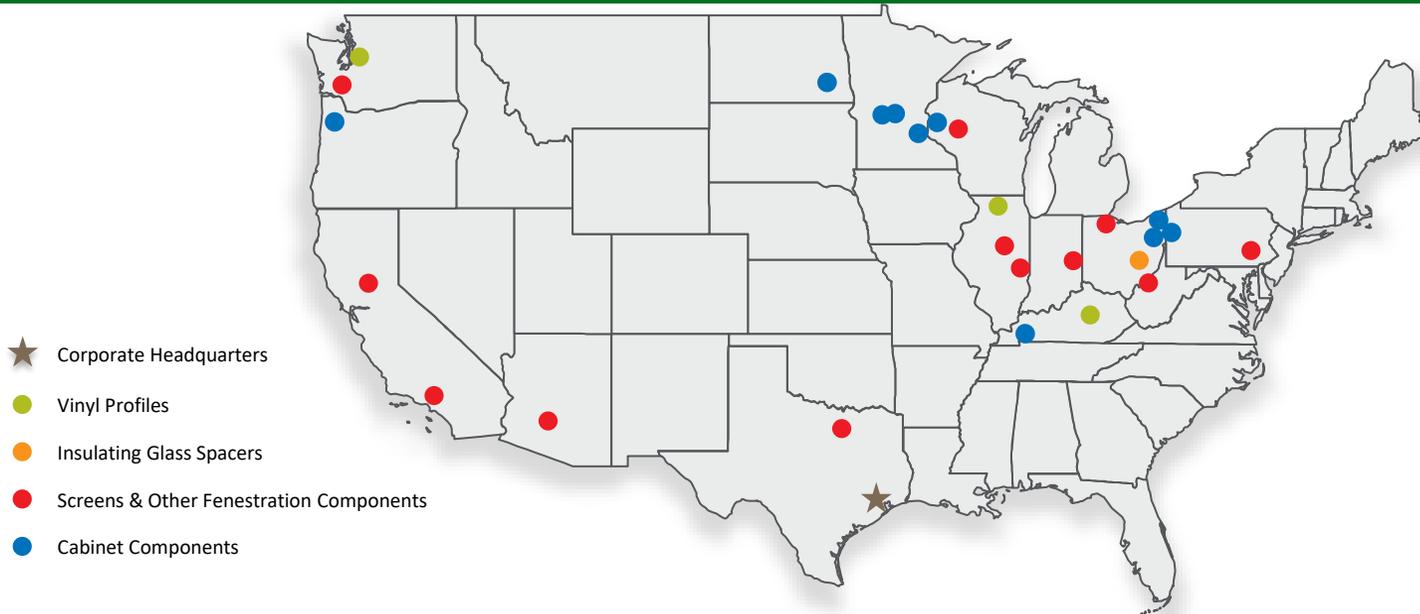
Efficient design allowing for flexible manufacturing

5

Differentiated just-in-time, customized product runs

DOMESTIC FOOTPRINT

INTERNATIONAL FOOTPRINT



CORE MANUFACTURING CAPABILITIES WITH BROAD APPLICATIONS

DIFFERENTIATED, GLOBAL MANUFACTURING FOOTPRINT – POSITIONED TO EXPAND OFFERINGS



POISED TO BENEFIT FROM SECULAR TAILWINDS



Residential demand remains strong, sustaining start levels for years to come

- Demand is expected to remain elevated as long-term trends, including shifting demographics and de-urbanization, are coupled with a structural housing undersupply, despite the recent uptick in mortgage rates

Elevated repair & remodel spending

- Spending supported by substantial homeowner equity and expected to remain elevated as consumers invest in home improvement with secular shifts toward spending more time in the home, due in part to work-from-home trends, driving demand for larger living spaces

Component outsourcing trends continue to gain traction

- OEMs continue to shift toward component outsourcing, alleviating pressure related to labor and plant capacity constraints while simultaneously addressing increased investor focus on return metrics

Domestic manufacturing being prioritized in light of on-going supply chain disruptions

- Continued supply chain difficulties abroad coupled with geopolitical tensions are catalyzing onshoring of manufacturing capacity with “Made in the U.S.” expected to provide further support for investment momentum

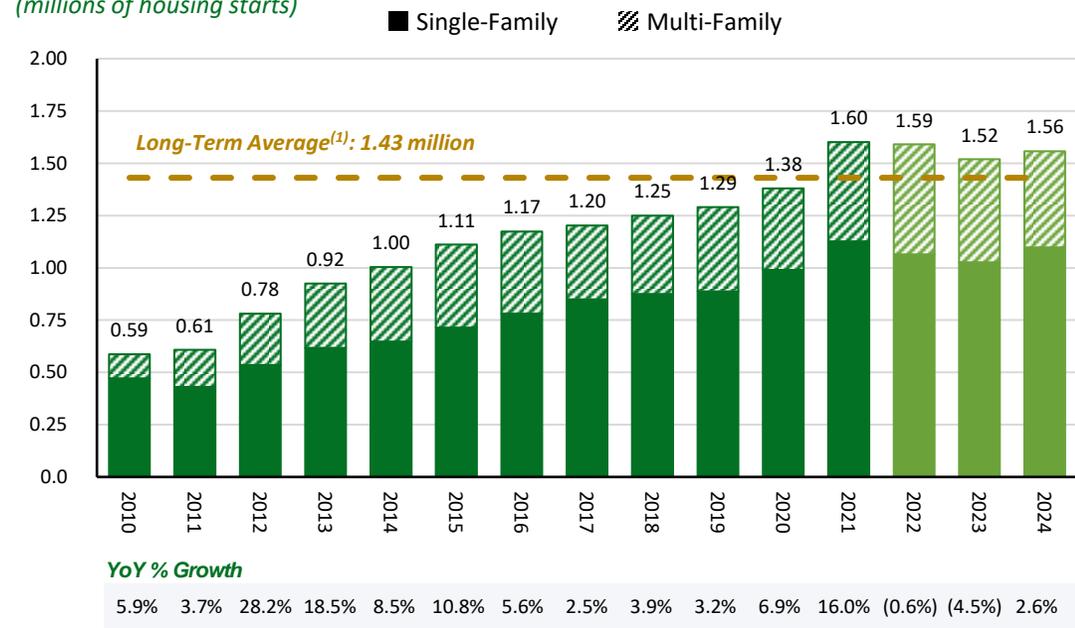
Attention and capital committed to ESG oriented opportunities continues to accelerate

- Consumers globally are focused on energy efficiency of buildings; Investors are focused on improving long-term sustainability and reducing sector carbon footprints, using ESG as an increasingly important criterion for investment decisions

POSITIVE CONSTRUCTION MARKET TAILWINDS

HEALTHY LEVELS OF RESIDENTIAL ACTIVITY

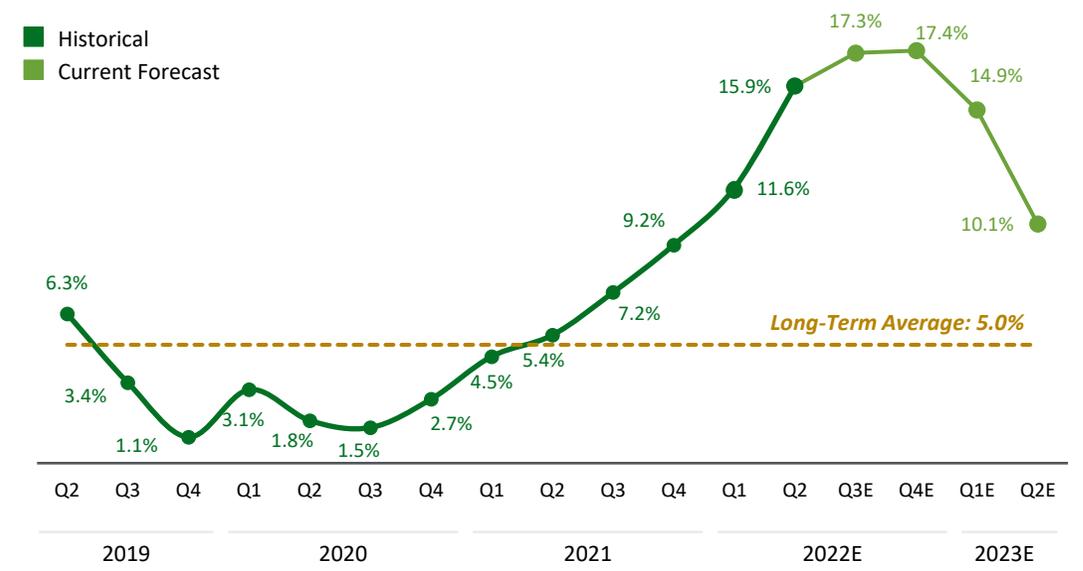
(millions of housing starts)



- **New home starts expected to remain in-line with the long-term average for the foreseeable future driven by secular trends including:**
 - Structural undersupply of housing inventory after a decade of relative underbuild
 - Significant pent-up demand from “millennial wave” of 1st-time homebuyers
 - On-going migration trends away from urban areas

ELEVATED REPAIR & REMODEL SPENDING

(% growth in 4-quarter moving total spending)



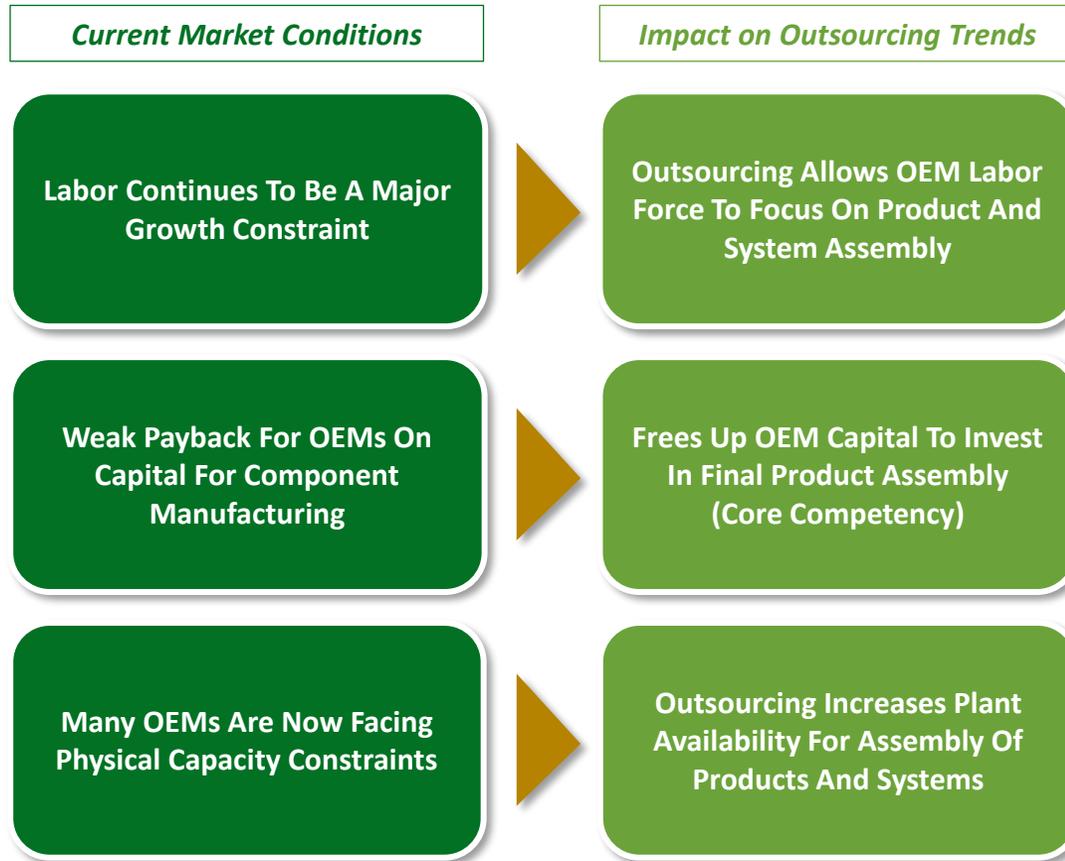
- **On-going secular shift in how consumers view and interact with living spaces are driving significant investment in existing homes supported by:**
 - Adults spending more time at home, due in part to accelerating adoption of work-from-home (WFH) corporate models
 - Unemployment and personal savings rates near record levels

Source: U.S. Census Bureau, Fannie Mae, Freddie Mac, NAHB, MBA, NAR, John Burns and Harvard JCHS.
 (1) Since 1975.



SHIFTING DEMAND TRENDS BENEFITING QUANEX

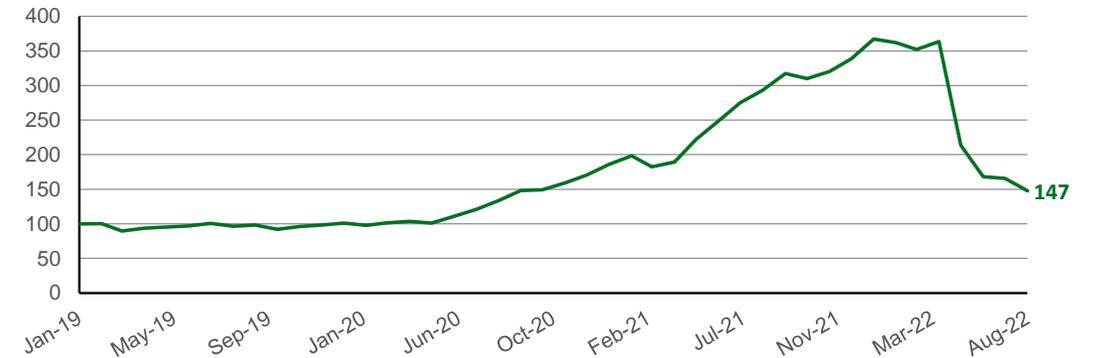
ACCELERATING OUTSOURCING TRENDS



Source: Freightos, Statista and NAHB.

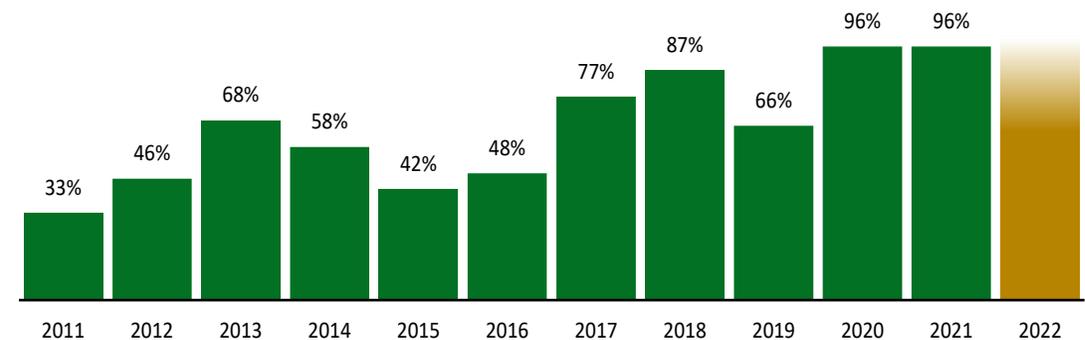
ELEVATED FREIGHT RATES FROM CHINA

(Shipping to U.S. West Coast, Indexed to January 2019)



SHORTAGE OF BUILDING MATERIALS

(% of Single-Family Builders Facing Shortages)



ACCELERATING ESG TRENDS ALIGNED WITH QUANEX IDENTITY

ESG WOVEN INTO **Quanex** CORPORATE CULTURE

Continuous focus on driving improvement across the organization to create value for all key constituents including:



CUSTOMERS



SHAREHOLDERS



COMMUNITIES



EMPLOYEES

Initiatives in process in each business segment already yielding substantial benefits:

- **Committing to enhancing diversity, equity and inclusion throughout the business**
 - Corporate employee base is now 49% female and 45% diverse
- **Eliminating waste in production, using recycled resin and reusing scrap**
- **Focusing on new product development to enhance energy and thermal efficiency of homes**
 - Expanding portfolio of award winning or certified spacers, profiles and thresholds that offer improved performance and reduce carbon footprints of end users

Source: Freightos, Statista and NAHB.

GROWTH WITH PURPOSE

JOURNEY TO BECOMING:

B

Bold acquisition strategy targeting existing and new lines of business



- Explore markets that are synergistic with existing manufacturing capabilities
- Expand product portfolio, and approach “complete solution provider” status
- Bolster human capital, purchasing power or manufacturing capabilities
- Capitalize on existing market opportunities

I

Innovative product development driving consistent growth in core segments



- Split innovation and NPD from product management and technical support
- Identify future market drivers, determine priorities and resource allocation
- Create new-to-market, patentable products
- Develop collaborative partnerships

G

Growth-focused strategy incorporating technology across the platform



- Adopt global and regional approach to product management
- Utilize current technology know-how
- Identify gaps in existing markets
- Leverage existing manufacturing capacity to enter adjacent markets

G

Globally-oriented approach that leverages reach while supporting international divisions



- Expand global manufacturing footprint
- Risk mitigation to improve competitiveness
- Defined growth strategy for IG International in Europe and Asia
- Explore international acquisition potential
- Strategic research on specific emerging markets

E

ESG-driven to maximize positive impact on all stakeholders



- Focus on reducing carbon footprint across business operations
- Create long-term value for shareholders through good governance
- Deliver best-in-class service to our customers
- Build an inclusive and supportive culture
- Remain committed to doing good in our community

R

Responsive to ideas and opportunities identified across the organization

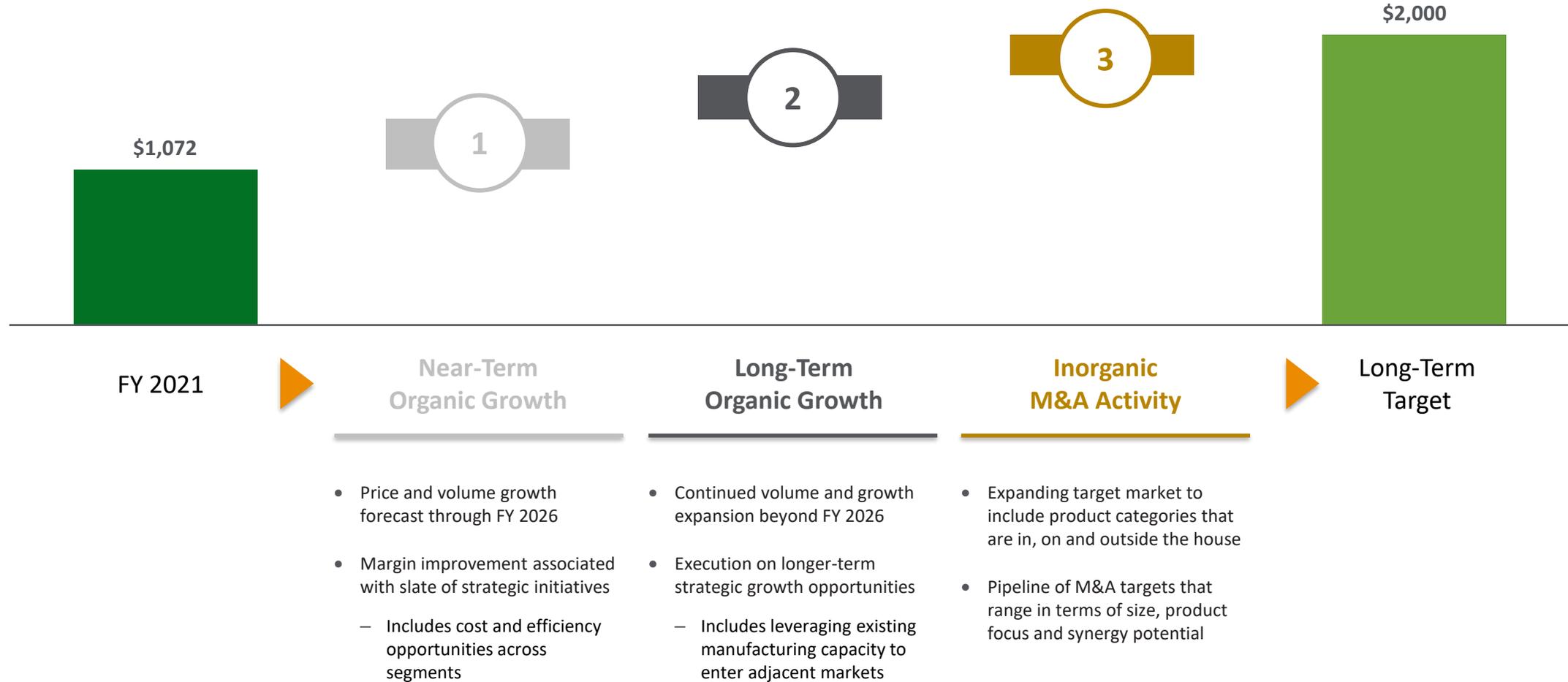


- Utilize technology to improve efficiency and automation
- Clarify and streamline processes to enable quick decision-making
- Improve speed to market by empowering teams to act on new opportunities
- Create an entrepreneurial environment that rewards innovation rather than a risk-averse mentality

GROWTH WITH PURPOSE

PATHWAY TO \$2 BILLION OF SALES

(\$ in millions)



INVESTING IN THE CORE: REINFORCING SECTOR LEADERSHIP

- ▲ Growth in existing markets and reinforcing leadership positions enabling improved relative positioning with material suppliers driving continued volume growth and share gains
 - Significant increase in scale will create a more effective platform for further inorganic growth in the future
- ▲ Ability to generate substantial cost synergies as well as incremental revenue opportunities delivering avenues for future growth, margin expansion and cash flow conversion gains
- ▲ Long-tenured leadership team has existing relationships and targeted dialogue with the most logical targets driven in part by prior engagement on potential transactions
 - Augmented by current Board relationships, including at the Chairman level, providing incremental levers for exploring potential transactions

EXPANDING THE CORE: LEVERAGING CORE EXTRUSION COMPETENCIES

- ▲ Ability to leverage industry leading operational expertise in material extrusion to rapidly expand product portfolio into new building product segments across the entire home
- ▲ Robust universe of private equity owned assets that are or will become actionable in the near-term along with significant pool of family-owned targets
 - Active landscape monitoring strategy in place to maximize opportunities to pre-empt auction processes
- ▲ Significant amount of existing manufacturing capacity that is currently unutilized and can efficiently be transitioned to producing new products with minimal capital requirements
 - Opportunity to drive improved fixed cost leveraging across the organization and deliver incremental margin improvement

STRATEGY FOR INORGANIC GROWTH IN TARGET MARKETS

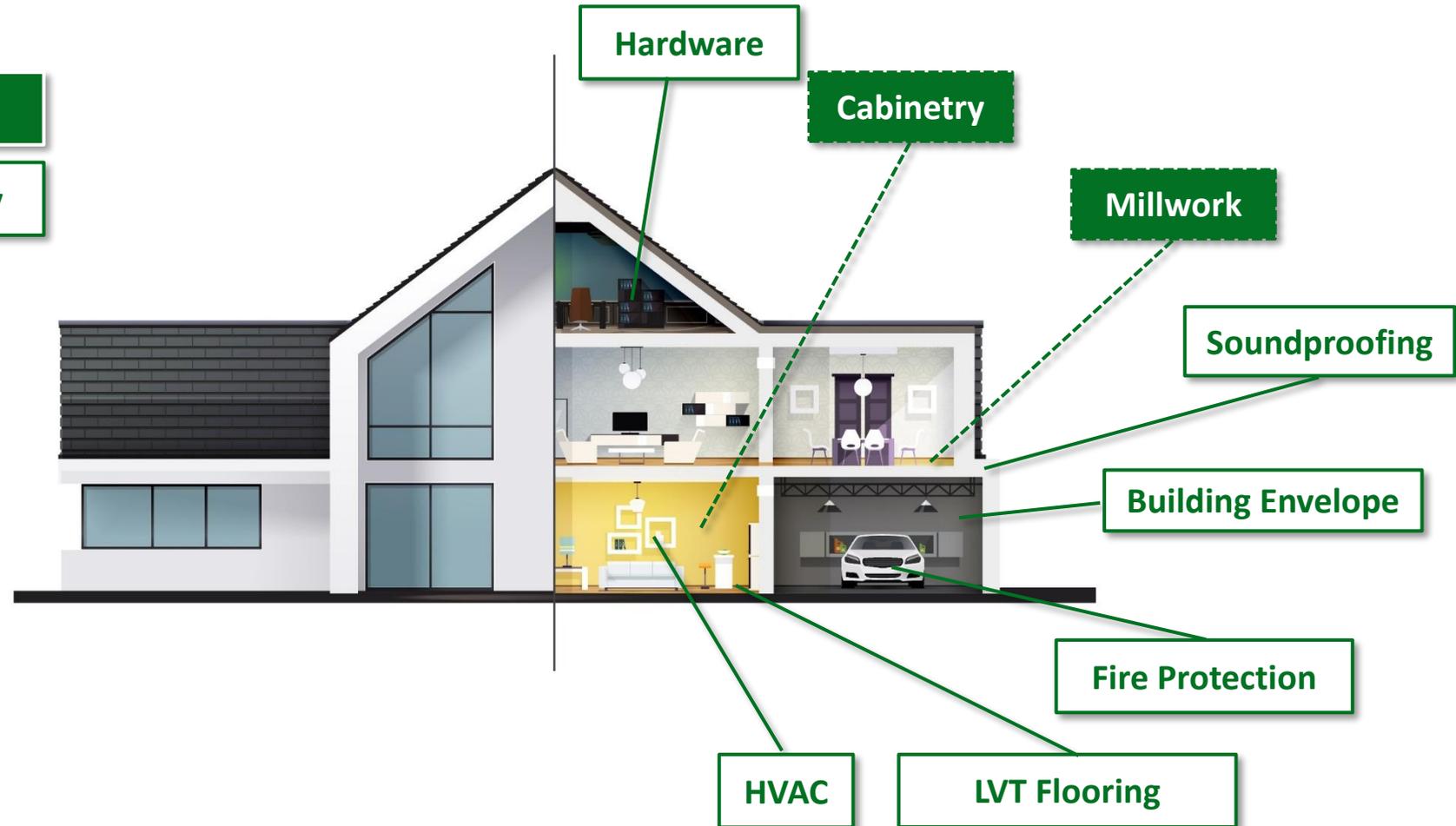
- 1 Attractive Category With New Opportunities for Growth
- 2 Broader Channel Diversification Beyond OEM
- 3 Value Added Positioning with Secular Growth Drivers
- 4 Established Track Record of Execution and Financial Performance
- 5 Seasoned Operational and Management Team



WHO WE WANT TO BE: IN THE HOUSE

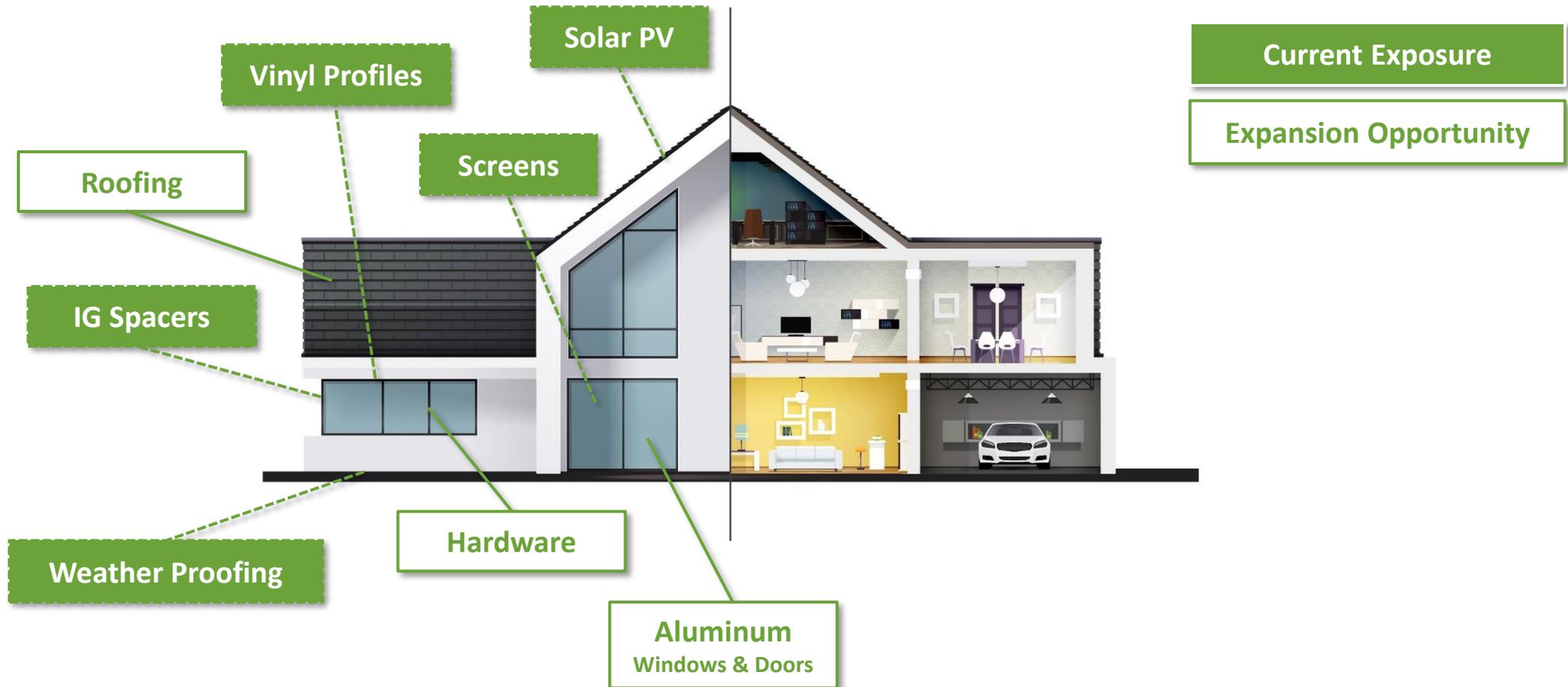
Current Exposure

Expansion Opportunity



WHO WE WANT TO BE:

ON THE HOUSE



WHO WE WANT TO BE:

OUTSIDE THE HOUSE

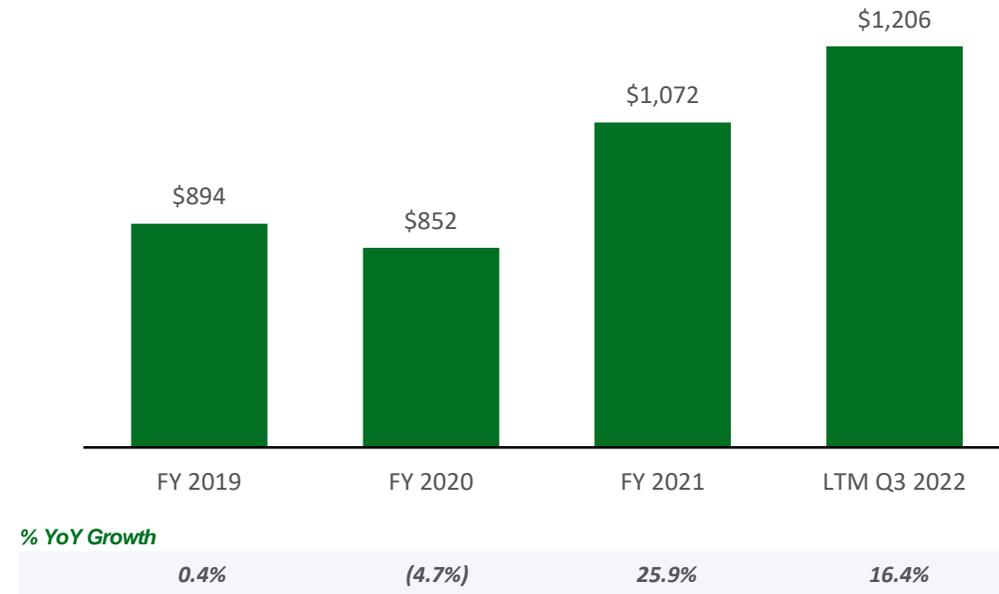


FINANCIAL RESULTS

STRONG FINANCIAL RESULTS WITH CLEAR OPERATING OBJECTIVES

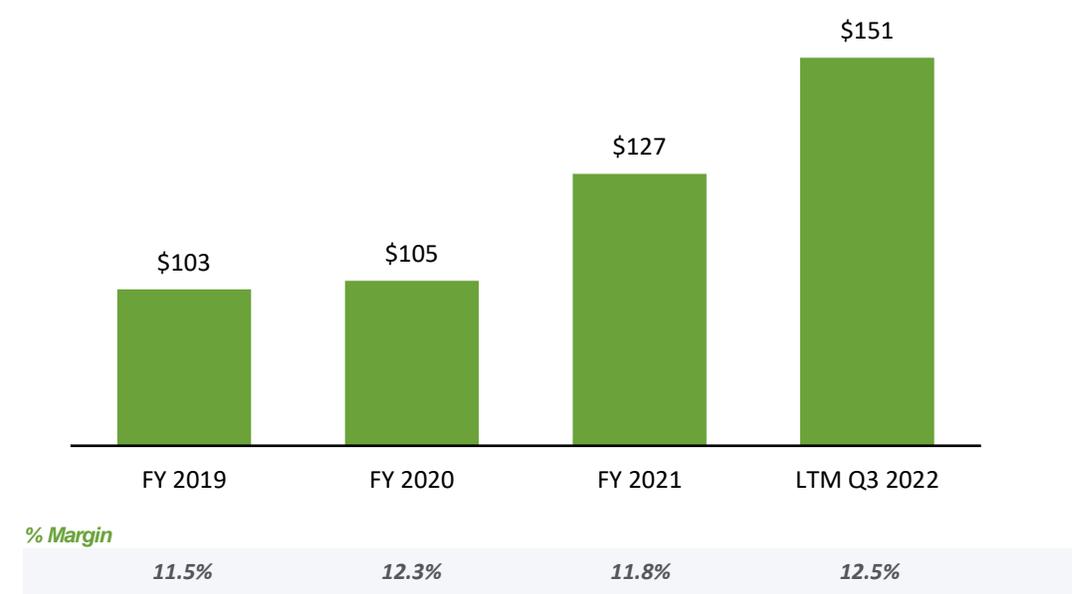
REVENUE

(\$ in millions)



ADJ. EBITDA

(\$ in millions)



- Revenue growth largely attributable to volume increases in fenestration segments

- Higher prices related to the pass-through of raw material cost inflation

- Operational efficiency gains and improved operating leverage driven by volume growth

- **NA Fenestration:** Capitalizing on screen outsourcing trends

- **EU Fenestration:** Taking market share in UK Vinyl

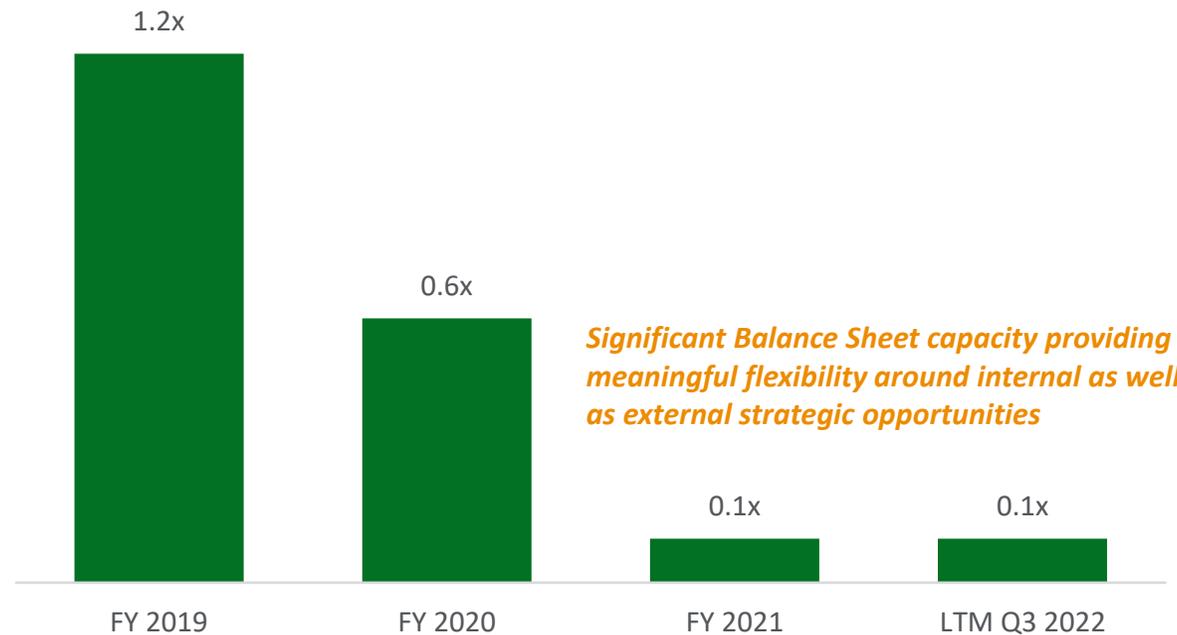
- **NA Cabinet Components:** Developing path for engineered wood products

Note: EBITDA adjusted to exclude non-recurring items referenced in Safe Harbor Statement on slide 2. Please reference the Appendix for a reconciliation of Net Income to Adjusted EBITDA.

Source: Company filings.

FAVORABLE LEVERAGE PROFILE AND FREE CASH FLOW GENERATION

NET LEVERAGE (1)



Significant reduction in net leverage since FY 2019

- ✓ Reduced leverage by ~1.0x

Cumulative Free Cash Flow of ~\$355M since FY 2017

- ✓ Free Cash Flow weighted to second half of each fiscal year

Decrease in LTM Free Cash Flow due to value of inventory increasing as a result of inflationary pressures

Free Cash Flow Priorities:

- ✓ Explore capital allocation options through stock repurchases, M&A and dividend increases
- ✓ Manage rising costs
- ✓ Continue to focus on maintaining a strong balance sheet profile and ensure strategic flexibility

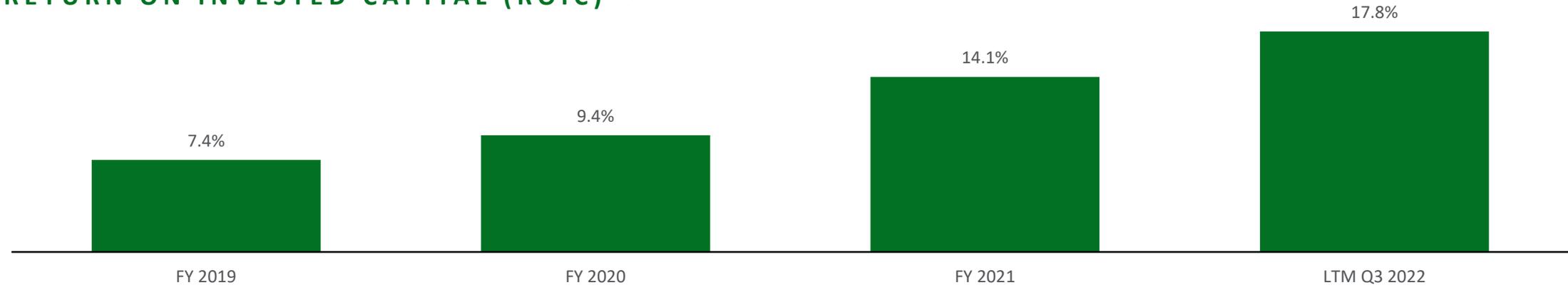
Source: Company filings.

Note: Please refer to the Safe Harbor Statement on slide 2 for further information regarding Net Leverage and Free Cash Flow and reference the Appendix for a reconciliation of Net Debt and Net Leverage Ratio.

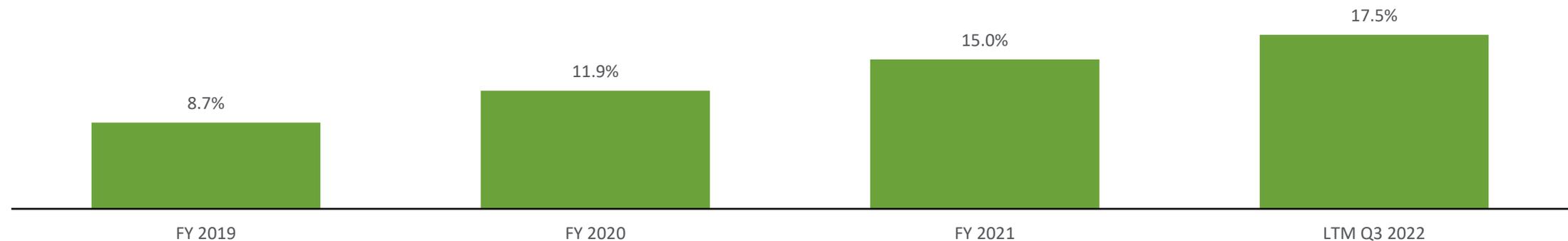
(1) Net Leverage Ratio defined as Net Debt/LTM Adjusted EBITDA.

STRONG EXECUTION DRIVING SUBSTANTIAL IMPROVEMENT IN RETURNS

RETURN ON INVESTED CAPITAL (ROIC) ⁽¹⁾



RETURN ON EQUITY (ROE) ⁽²⁾



Source: Company filings and public guidance.

Note: Please reference the Appendix for a reconciliation of Return on Invested Capital and Return on Equity.

(1) Return on Invested Capital is calculated as $\text{Adj. EBIT} \times (1 - \text{Tax Rate}) / (\text{Average Shareholders' Equity} + \text{Average Net Debt})$. Adj. EBIT calculated as $\text{Adj. EBITDA} - \text{D\&A}$. Average Shareholders' Equity and Average Net Debt calculated as average of beginning and ending balances of the period. Tax Rate assumed to be 28%, based on FY22E public guidance.

(2) Return on Equity is calculated as $\text{Adj. Net Income} / \text{Average Shareholders' Equity}$. Average Shareholders' Equity is calculated as average of beginning and ending balances of the period. Tax Rate assumed to be 28%, based on 2022E public guidance.

POISED TO DELIVER ANOTHER YEAR OF RECORD PERFORMANCE

FY22 GUIDANCE

~\$1.18 – \$1.20B

Net Sales

- ~11% top-line growth expected in FY 2022 over a record 2021
- Revenue growth primarily driven by price with volumes growing modestly in the fenestration business
- Capitalizing on effective pass-through pricing strategy

~\$150 – \$155M

Adjusted EBITDA

- ~21% Adjusted EBITDA growth over FY 2021 levels
- ~13% Adjusted EBITDA margin driven by continued operational efficiency gains and improved pricing
- Margin expansion is expected to be second-half weighted, driven by time lag associated with passing on raw material price increases

~\$65 – \$70M

Free Cash Flow

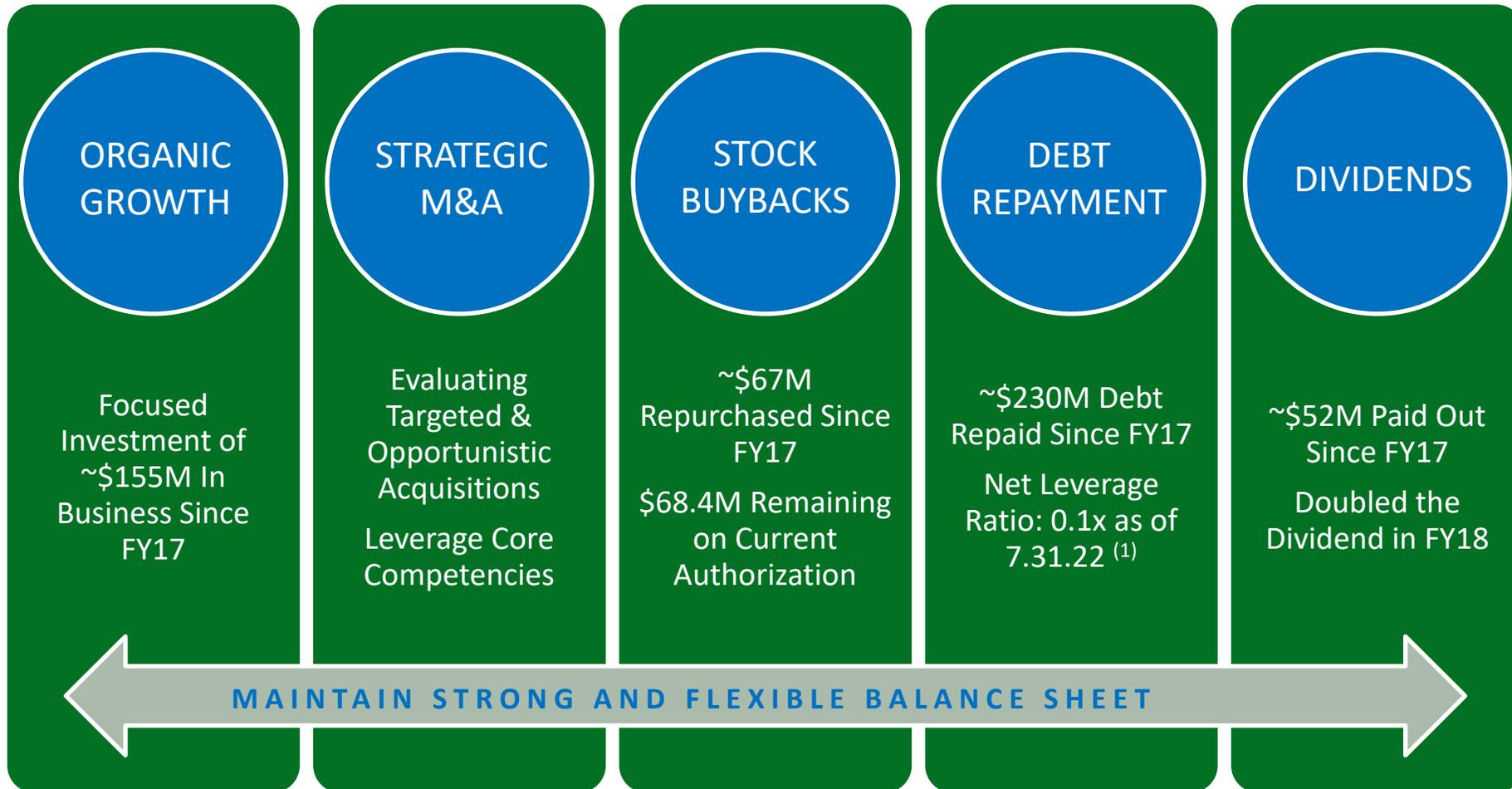
- Free Cash Flow in first half of FY22 was negative due to typical business seasonality coupled with increased inventory valuations
- Free Cash Flow has historically been second-half weighted to match seasonality
- Free cash flow to be used on repayment of debt and large capex projects, along with opportunistic share repurchases

Note: Please see Non-GAAP Terminology and Definitions Disclaimers referenced in Safe Harbor Statement on slide 2. A reconciliation of the Adjusted EBITDA and Free Cash Flow forward-looking non-GAAP financial measures on this slide to the most directly comparable GAAP financial measures is not provided in this presentation because Quanex is unable to provide such reconciliation without unreasonable effort.

Source: Public guidance.

CAPITAL ALLOCATION PRIORITIES

FOCUSED ON INCREASING TOTAL SHAREHOLDER RETURN



(1) Net Leverage Ratio defined as Net Debt/LTM Adjusted EBITDA. Please reference the Appendix for a reconciliation of Net Debt and Net Leverage Ratio.

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APPENDIX

GAAP/NON-GAAP RECONCILIATION (UNAUDITED)

FY21, FY20 & FY19 ADJUSTED NET INCOME & ADJUSTED EBITDA

Reconciliation of Adjusted Net Income and Adjusted EPS	Twelve Months Ended October 31, 2021		Twelve Months Ended October 31, 2020		Twelve Months Ended October 31, 2019	
	Net Income		Net Income		Net (Loss) Income	
Net income as reported	\$ 56,980		\$ 38,496		\$ (46,730)	
Net income reconciling items from below	1,609		2,218		78,155	
Adjusted net income	<u>\$ 58,589</u>		<u>\$ 40,714</u>		<u>\$ 31,425</u>	
Reconciliation of Adjusted EBITDA						
	Twelve Months Ended October 31, 2021		Twelve Months Ended October 31, 2020		Twelve Months Ended October 31, 2019	
	Reconciliation		Reconciliation		Reconciliation	
Net income as reported	\$ 56,980		\$ 38,496		\$ (46,730)	
Income tax expense	23,114		11,804		10,776	
Other, net	(754)		(280)		(116)	
Interest expense	2,530		5,245		9,643	
Depreciation and amortization	42,732		47,229		49,586	
EBITDA	<u>124,602</u>		<u>102,494</u>		<u>23,159</u>	
EBITDA reconciling items from below	2,160		2,020		79,504	
Adjusted EBITDA	<u>\$ 126,762</u>		<u>\$ 104,514</u>		<u>\$ 102,663</u>	
Reconciling Items						
	Twelve Months Ended October 31, 2021		Twelve Months Ended October 31, 2020		Twelve Months Ended October 31, 2019	
	Income Statement	Reconciling Items	Income Statement	Reconciling Items	Income Statement	Reconciling Items
Net sales	\$ 1,072,149	\$ -	\$ 851,573	\$ -	\$ 893,841	\$ -
Cost of sales	831,541	(307) ⁽¹⁾	658,750	-	694,420	-
Selling, general and administrative	115,967	(1,814) ⁽²⁾	89,707	(1,398) ⁽²⁾	101,292	(4,534) ⁽²⁾
Restructuring charges	39	(39) ⁽³⁾	622	(622) ⁽³⁾	370	(370) ⁽³⁾
Asset impairment charges	-	-	-	-	74,600	(74,600) ⁽⁴⁾
EBITDA	<u>124,602</u>	<u>2,160</u>	<u>102,494</u>	<u>2,020</u>	<u>23,159</u>	<u>79,504</u>
Depreciation and amortization	42,732	-	47,229	(968) ⁽⁵⁾	49,586	(192)
Operating income	81,870	2,160	55,265	2,988	(26,427)	79,696
Interest expense	(2,530)	-	(5,245)	-	(9,643)	-
Other, net	754	98 ⁽⁶⁾	280	57 ⁽⁶⁾	116	384 ⁽⁶⁾
Income before income taxes	80,094	2,258	50,300	3,045	(35,954)	80,080
Income tax expense	(23,114)	(649) ⁽⁷⁾	(11,804)	(827) ⁽⁷⁾	(10,776)	(1,925) ⁽⁷⁾
Net income	<u>\$ 56,980</u>	<u>\$ 1,609</u>	<u>\$ 38,496</u>	<u>\$ 2,218</u>	<u>\$ (46,730)</u>	<u>\$ 78,155</u>

(1) Loss on damage to a plant caused by flooding of \$0.3 million for the twelve months ended October 31, 2021.

(2) Transaction and advisory fees; Loss on a sale of a plant of \$1.8 million in the twelve months ended October 31, 2021; Executive severance charges of \$1.3 million in the twelve months ended October 31, 2020. Loss of a sale of a plant of \$0.8 million in the twelve months ended 2019 and \$2.3 million of severance charges related to a reorganization and executive severance in the twelve months ended 2019.

(3) Restructuring charges related to the closure of manufacturing plant facilities.

(4) Asset impairment charges relate to goodwill impairment in the North American Cabinet Components segment.

(5) Accelerated depreciation related to the closure of a North American Cabinet Components plant.

(6) Foreign currency transaction (gains) losses.

(7) Impact on a with and without basis.

GAAP/NON-GAAP RECONCILIATION (UNAUDITED)

LTM ADJUSTED NET INCOME & ADJUSTED EBITDA

Reconciliation of Adjusted Net Income and Adjusted EPS	Three Months Ended July 31, 2022		Three Months Ended April 30, 2022		Three Months Ended January 31, 2022		Three Months Ended October 31, 2021		Total	
	Net		Net		Net		Net		Net	
	Income	Reconciling Items	Income	Reconciling Items	Income	Reconciling Items	Income	Reconciling Items	Income	Reconciling Items
Net income as reported	\$ 25,908	-	\$ 26,522	1	\$ 11,239	33	\$ 20,898	(51)	\$ 84,567	240
Net income reconciling items from below	257	-	1	-	33	-	(51)	-	240	-
Adjusted net income	<u>\$ 26,165</u>	<u>\$ -</u>	<u>\$ 26,523</u>	<u>\$ -</u>	<u>\$ 11,272</u>	<u>\$ -</u>	<u>\$ 20,847</u>	<u>\$ -</u>	<u>\$ 84,807</u>	<u>\$ -</u>

Reconciliation of Adjusted EBITDA	Three Months Ended July 31, 2022		Three Months Ended April 30, 2022		Three Months Ended January 31, 2022		Three Months Ended October 31, 2021		Total	
	Reconciliation		Reconciliation		Reconciliation		Reconciliation		Reconciliation	
	Income	Reconciling Items	Income	Reconciling Items	Income	Reconciling Items	Income	Reconciling Items	Income	Reconciling Items
Net income as reported	\$ 25,908	-	\$ 26,522	-	\$ 11,239	-	\$ 20,898	-	\$ 84,567	-
Income tax expense	7,801	-	7,879	-	2,418	-	5,762	-	23,860	-
Other, net	(398)	-	(453)	-	(54)	-	(109)	-	(1,014)	-
Interest expense	724	-	602	-	523	-	542	-	2,391	-
Depreciation and amortization	9,734	-	10,563	-	10,257	-	10,189	-	40,743	-
EBITDA	43,769	-	45,113	-	24,383	-	37,282	-	150,547	-
Cost of sales ⁽¹⁾	-	-	-	-	-	-	-	-	-	-
Selling, general and administrative ⁽²⁾	419	-	131	-	-	-	-	-	550	-
Adjusted EBITDA	<u>\$ 44,188</u>	<u>\$ -</u>	<u>\$ 45,244</u>	<u>\$ -</u>	<u>\$ 24,383</u>	<u>\$ -</u>	<u>\$ 37,282</u>	<u>\$ -</u>	<u>\$ 151,097</u>	<u>\$ -</u>

Reconciling Items	Three Months Ended July 31, 2022		Three Months Ended April 30, 2022		Three Months Ended January 31, 2022		Three Months Ended October 31, 2021		Total	
	Income	Reconciling Items	Income	Reconciling Items	Income	Reconciling Items	Income	Reconciling Items	Income	Reconciling Items
	Statement	Items	Statement	Items	Statement	Items	Statement	Items	Statement	Items
Net sales	\$ 324,037	\$ -	\$ 322,893	\$ -	\$ 267,040	\$ -	\$ 291,768	\$ -	\$ 1,205,738	\$ -
Cost of sales	251,446	-	249,651	-	211,834	-	226,818	-	939,749	-
Selling, general and administrative	28,822	(419) ⁽¹⁾	28,129	(131) ⁽¹⁾	30,823	-	27,668	-	115,442	(550) ⁽¹⁾
EBITDA	43,769	419	45,113	131	24,383	-	37,282	-	150,547	550
Depreciation and amortization	9,734	-	10,563	-	10,257	-	10,189	-	40,743	-
Operating income	34,035	419	34,550	131	14,126	-	27,093	-	109,804	550
Interest expense	(724)	-	(602)	-	(523)	-	(542)	-	(2,391)	-
Other, net	398	(82) ⁽²⁾	453	(123) ⁽²⁾	54	41 ⁽²⁾	109	(63) ⁽²⁾	1,014	(227) ⁽²⁾
Income before income taxes	33,709	337	34,401	8	13,657	41	26,660	(63)	108,427	323
Income tax expense	(7,801)	(80) ⁽³⁾	(7,879)	(7) ⁽³⁾	(2,418)	(8) ⁽³⁾	(5,762)	12 ⁽³⁾	(23,860)	(83) ⁽³⁾
Net income	<u>\$ 25,908</u>	<u>\$ 257</u>	<u>\$ 26,522</u>	<u>\$ 1</u>	<u>\$ 11,239</u>	<u>\$ 33</u>	<u>\$ 20,898</u>	<u>\$ (51)</u>	<u>\$ 84,567</u>	<u>\$ 240</u>

(1) Transaction and advisory fees, loss on the sale of a plant.

(2) Foreign currency transaction (gains) losses.

(3) Impact on a with and without basis.

GAAP/NON-GAAP RECONCILIATION (UNAUDITED)

FREE CASH FLOW

(\$ in thousands)	Q1	Q2	Q3	Q4	Fiscal 2017
Cash provided by operating activities	\$3,081	\$13,648	\$29,736	\$33,313	\$79,778
Capital expenditures	(\$8,141)	(\$9,409)	(\$9,548)	(\$7,466)	(\$34,564)
Free Cash Flow	(\$5,060)	\$4,239	\$20,188	\$25,847	\$45,214

(\$ in thousands)	Q1	Q2	Q3	Q4	Fiscal 2018
Cash provided by operating activities	\$8,192	\$13,423	\$26,838	\$56,158	\$104,611
Capital expenditures	(\$7,811)	(\$7,402)	(\$5,885)	(\$5,386)	(\$26,484)
Free Cash Flow	\$381	\$6,021	\$20,953	\$50,772	\$78,127

(\$ in thousands)	Q1 2019	Q2 2019	Q3 2019	Q4 2019	Fiscal 2019
Cash (used for) provided by operating activities	(\$20,243)	\$20,386	\$29,893	\$66,336	\$96,372
Capital expenditures	(\$6,271)	(\$6,751)	(\$3,962)	(\$7,899)	(\$24,883)
Free Cash Flow	(\$26,514)	\$13,635	\$25,931	\$58,437	\$71,489

(\$ in thousands)	Q1 2020	Q2 2020	Q3 2020	Q4 2020	Fiscal 2020
Cash (used for) provided by operating activities	(\$3,657)	\$6,129	\$45,089	\$53,235	\$100,796
Capital expenditures	(\$9,312)	(\$7,001)	(\$4,360)	(\$5,053)	(\$25,726)
Free Cash Flow	(\$12,969)	(\$872)	\$40,729	\$48,182	\$75,070

(\$ in thousands)	Q1 2021	Q2 2021	Q3 2021	Q4 2021	Fiscal 2021
Cash (used for) provided by operating activities	(\$3,395)	\$32,355	\$18,475	\$31,153	\$78,588
Capital expenditures	(\$5,246)	(\$4,553)	(\$6,207)	(\$8,002)	(\$24,008)
Free Cash Flow	(\$8,641)	\$27,802	\$12,268	\$23,151	\$54,580

GAAP/NON-GAAP RECONCILIATION (UNAUDITED)

NET DEBT

The following table reconciles the Company's Net Debt which is defined as total debt principal of the Company plus finance lease obligations minus

<i>(\$ in thousands)</i>	10.31.19	10.31.20	10.31.21	7.31.22
Revolving credit facility	\$142,500	\$103,000	\$38,000	\$38,000
Finance lease obligations	15,865	15,321	15,537	20,105
Total debt ⁽¹⁾	158,365	118,321	53,537	58,105
Less: Cash and cash equivalents	30,868	51,621	40,061	50,030
Net Debt	\$127,497	\$66,700	\$13,476	\$8,075

(1) Excludes outstanding letters of credit.

GAAP/NON-GAAP RECONCILIATION (UNAUDITED)

NET LEVERAGE

Capitalization (\$ in thousands)	FY19 10.31.19	FY20 10.31.20	FY21 10.31.21	LTM 7.31.22
Cash & Cash Equivalents	\$30,868	\$51,621	\$40,061	\$50,030
Senior Secured Revolving Credit Facility due 2023 ⁽¹⁾	142,500	103,000	38,000	38,000
Finance/Capital Leases and Other	15,865	15,321	15,537	20,105
Total Debt	\$158,365	\$118,321	\$53,537	\$58,105
<i>Net Debt</i>	<i>\$127,497</i>	<i>\$66,700</i>	<i>\$13,476</i>	<i>\$8,075</i>
Stockholders' Equity	330,187	355,759	419,782	450,137
Total Capitalization	\$488,552	\$474,488	\$473,321	\$508,242
Borrowing Base ⁽¹⁾	325,000	325,000	325,000	325,000
Less: Borrowings Against Revolving Credit Facility	142,500	103,000	38,000	38,000
Plus: Cash	30,868	51,621	40,061	50,030
Total Liquidity	\$213,368	\$273,621	\$327,061	\$337,030
Net Debt/LTM Adj. EBITDA ⁽²⁾	1.2x	0.6x	0.1x	0.1x

(1) Excludes outstanding letters of credit and deferred financing fees.

(2) LTM Adjusted EBITDA excludes non-recurring items referenced in Safe Harbor Statement on slide 2.

GAAP/NON-GAAP RECONCILIATION (UNAUDITED)

ROIC & ROE

Public Tax Rate Guidance:

28.0%

	FY18	FY 2019	FY 2020	FY 2021	LTM Q3 2022
Adj. EBITDA	89.9	102.7	104.5	126.8	150.5
D&A	51.8	49.6	47.2	42.7	40.7
Adj. EBIT	38.1	53.1	57.3	84.1	109.8
Debt	210.6	157.2	117.4	52.9	56.5
Cash	29.0	30.9	51.6	40.1	50.0
Shareholders' Equity	395.2	330.2	355.8	419.8	450.1
Invested Capital	576.8	456.5	421.6	432.7	456.6
Net Income		31.4	40.7	58.6	74.0
ROIC ⁽¹⁾		7.4%	9.4%	14.1%	17.8%
ROE ⁽²⁾		8.7%	11.9%	15.0%	17.5%

Source: Company filings and public guidance.

(1) Return on Invested Capital is calculated as Adj. EBIT*(1 – Tax Rate) / (Average Shareholders' Equity + Average Net Debt). Adj. EBIT calculated as Adj. EBITDA – D&A. Average Shareholders' Equity and Average Net Debt calculated as average of beginning and ending balances of the period. Tax Rate assumed to be 28%, based on 2022E public guidance.

(2) Return on Equity is calculated as Adj. Net Income / Average Shareholders' Equity. Average Shareholders' Equity is calculated as average of beginning and ending balances of the period. Tax Rate assumed to be 28%, based on 2022E public guidance.

EXECUTIVE COMPENSATION

ALIGNED WITH SHAREHOLDERS

Performance-based compensation philosophy at target

- Base salary targeted at market 50th percentile
- Annual incentive award based on specific metrics
- Long-term incentives as referenced below

2022 Annual Incentive Award

- 45% weighting on Revenue growth
- 45% weighting on Adjusted EBITDA growth
- 10% weighting on working capital as a percentage of revenue (quarterly average)

2022 Long-Term Incentive (~70% performance based - shareholder alignment)

- Performance Shares: 40% weighting (3-year performance period)
 - 100% Return on Net Assets (RONA)
 - Payout 100% cash
- Performance Restricted Stock Units: 30% weighting (3-year performance period)
 - Final payout based on Absolute Total Shareholder Return (ATSR)
 - Payout 100% common stock
- Restricted Stock: 30% weighting

Shareholder approval of ~97%+ since implementing Say-on-Pay

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