## Investor Presentation

Updated: July 2023

### Legal Disclosure

#### **Forward-Looking Statements**

This presentation contains certain "forward-looking statements" within the meaning of the Private Securities Litigation Reform Act of 1995, including statements as to expected future financial and operating results. These forward-looking statements may be identified by the use of words such as "anticipate," "estimate," "project," "forecast," "expect," "believe," "should," "could," "would," "plan," "may," "intend," "prospect," "goal," "will," "predict," or "potential" or other similar words or variations thereof. These statements are based on the current beliefs and expectations of the management of American Woodmark and are subject to significant risks and uncertainties that could cause actual outcomes and results to differ materially from those expressed in this presentation. These risks and uncertainties are detailed in certain of American Woodmark's filings with the Securities and Exchange Commission ("SEC"), including in its Annual Report on Form 10-K for the year ended April 30, 2023 under the heading "Risk Factors", and under the heading "Management's Discussion and Analysis of Financial Condition and Results of Operations – Forward-Looking Statements." These reports, as well as the other documents filed by American Woodmark with the SEC, are available free of charge at the SEC's website at <u>www.sec.gov</u>. The statements made in this presentation, including with respect to any projected financial and operating results, are based on information available to management as of the first day of the month set forth on the cover of this presentation and American Woodmark undertakes no obligation to update any such statements to reflect developments after such date.

#### **Non-GAAP Financial Measures**

This presentation includes certain non-GAAP financial measures, including Adjusted EBITDA, Adjusted EBITDA Margin, Net Leverage, and Free Cash Flow. These measures are intended to serve as a supplement to, and not a substitute for, the most comparable GAAP measures. For reconciliations of these non-GAAP financial measures to the most comparable GAAP financial measures, please see Appendix A to this presentation.

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## Key Messages: Why Invest With Us?



Leveraging market leadership in resilient value segment of the U.S. cabinet market to drive deeper channel penetration



Superior Service Platform is a key **competitive advantage** ingrained in our **growth strategy** 



Our culture and connections deliver profitability through our Growth, Digital Transformation and Platform Design ("GDP") strategy



**Operational Excellence** drives **continuous improvement** throughout our organization



Proven model expected to deliver **strong Free Cash Flow ("FCF")** through the cycle and support our **disciplined capital allocation** strategy



Value-Oriented Portfolio And Operational Excellence Mindset Provides Resilience And Strong Cash Generation

### **American Woodmark: At a Glance**

#### **Key Company Facts**

American Woodmark is a **U.S. based pure play cabinet manufacturer** highly focused on the **resilient value segment** of the U.S. market

From inspiration to design and installation, we strive for simplification and the highest level of service in the industry

**Cabinetmaker of choice** for homeowners, builders, designers, dealers, distributors, and retailers Winchester, VA Headquarters ~8,800 Team Members

~\$2.1 billion<sup>1</sup> Total Revenue

**19**<sup>2</sup> Manufacturing and Distribution Facilities

8 Service Centers



Founded in 1951, We Have Remained Highly Focused on Growing Our Core Cabinet Business and Serving Our Customers

#### **American Woodmark**

<sup>1</sup> FYE 4/30/2023; <sup>2</sup> 15 Locations in US, 4 in Mexico includes the announced future expansion of a manufacturing facility in Monterrey, Mexico

## **Our Purpose Driven Culture Sustains Our Competitive Advantage**

| Mission  | Vision   | Values   |  |
|--|--|--|--|
| <section-header><list-item><list-item><list-item></list-item></list-item></list-item></section-header> | <ul> <li>Uncover and celebrate<br/>the unique potential in every<br/>individual:</li> <li>Community Connections</li> <li>Customer Experience</li> <li>Interconnected Individuals</li> <li>Disruptive Innovation</li> <li>Systems Thinking</li> </ul> | <ul> <li>Our CITE principles:</li> <li>Customer Satisfaction</li> <li>Integrity</li> <li>Teamwork</li> <li>Excellence</li> </ul> |  |

Our Communities, Employees, Designers and Customers Inspire Our Culture and Set Us Apart

## **Our Leadership Team**

Strong leadership with decades of experience and industry expertise



Scott Culbreth President & Chief Executive Officer



Paul Joachimczyk Senior Vice President & Chief Financial Officer



Rob Adams Senior Vice President, Manufacturing & Technical Operations



Mark Vierling Vice President & Chief Supply Chain Officer



Joel Charlton Vice President & General Manager, New Construction



Kim Coldiron Senior Vice President & Chief Human Resources Officer

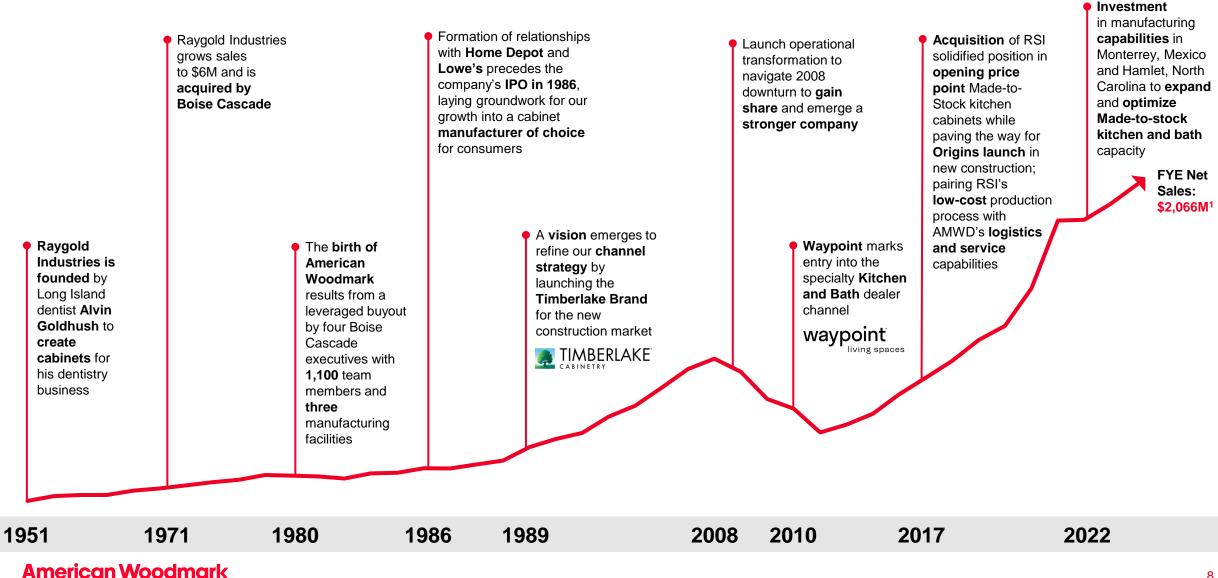


Dwayne Medlin Senior Vice President, Remodel Sales



Bill Waszak Vice President & Chief Information Officer

## Steady Evolution Has Strengthened Our Scale And Market Position



\$ Sales Growth; <sup>1</sup> FYE Sales 04/30/2023

## Tailwinds From Demographic Shifts and Undersupplied Housing Support Higher Levels of Future Residential Investment

#### U.S. Population Age 41-56

#### ~65 million (Gen X)<sup>1</sup>

- Move up buyers; drives investment in remodeling
- Significant home equity supports
   higher levels of remodel activity
- Higher housing turnover and increasing mobility

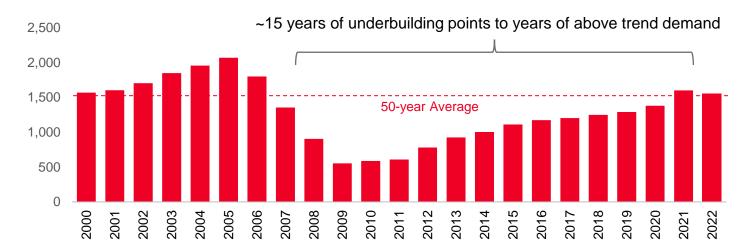
#### U.S. Population Age 25-40

#### ~72 million (Millennials)<sup>1</sup>

- Seven million more people compared to Gen X are entering prime household formation years
- Remote work/mobility increases migration to affordable housing markets
- Increasing disposable incomes

#### Demographics and past underinvestment, combined with mobility and migration trends, provide strong multi-year tailwinds for the U.S. housing market over the next decade

#### Annual U.S. Housing Starts (thousands)<sup>1</sup>

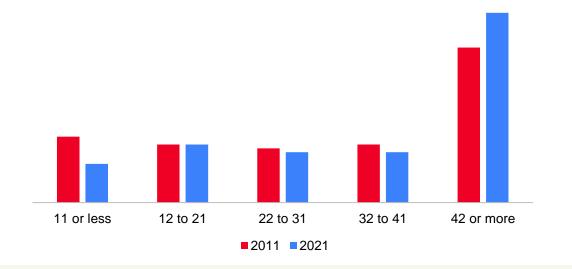


#### American Woodmark

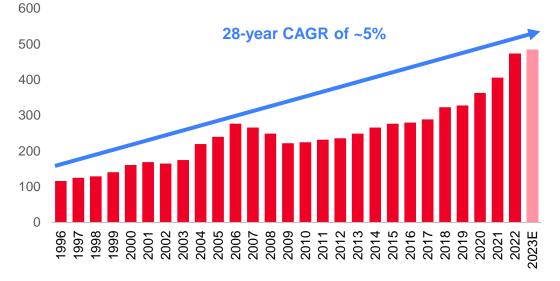
<sup>1</sup>U.S. Census Bureau

# Aging U.S. Housing Stock Is An Important Repair & Remodeling Leading Indicator

Increasing Age in Years of U.S. Housing Stock: 2011 vs 2021<sup>1</sup>



Historically Stable Growth in U.S. Repair & Remodel (R&R) Expenditures (\$B)<sup>2,3</sup>



• Pent up Demand: Median age of a U.S. home is approximately 40 years old, up from a median age of 31 years in 2005

 Past Underinvestment: Homes under 11 years old fell to just 10% of total stock in 2021, down from 17% in 2011 due to ~10 years of below-trend new construction

 Historically Resilient: Excluding the 2006-2009 financial crisis, the largest calendar year decline in R&R demand since 1996 was just (2.3%) in 2002

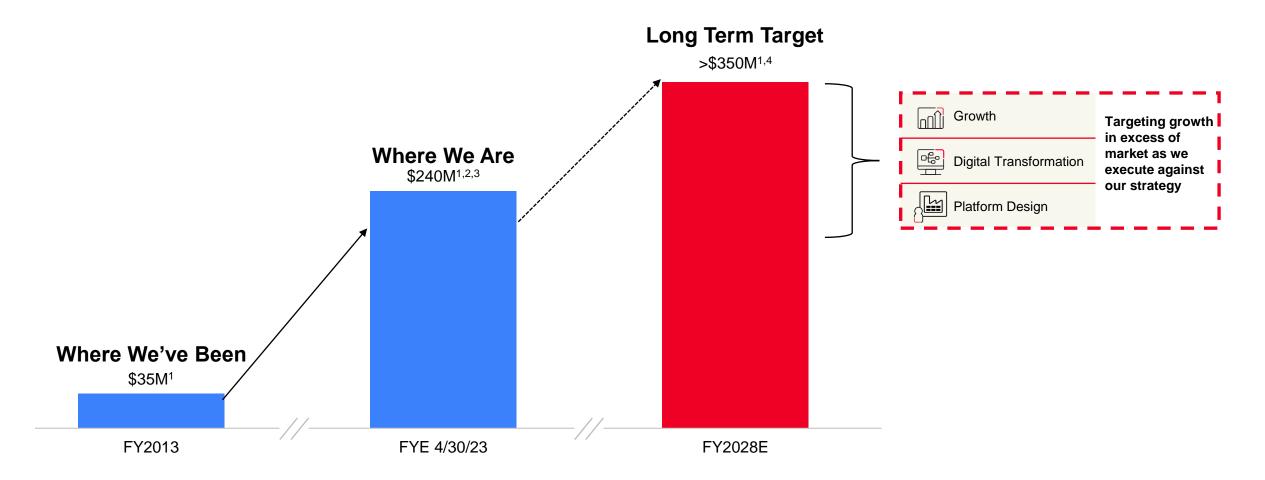
Aging U.S. Housing Stock & Declining New Home Affordability Supports Strong Multi-Year Repair & Remodel Demand

#### **American Woodmark**

<sup>1</sup>NAHB; <sup>2</sup> Harvard JCHS; <sup>3</sup>2023E are estimates based on Harvard JCHS projections as of January 19, 2023

# Building On a Solid Foundation to Accelerate Adjusted EBITDA<sup>1</sup> Growth

Efficiently aligning our scaled platform with a favorable long-term growth outlook by providing quality solutions and executing our "GDP" strategy



#### **American Woodmark**

<sup>1</sup> See Appendix A for a reconciliation of Adjusted EBITDA to the most comparable GAAP financial measure and for a definition of "Adjusted EBITDA."; <sup>2</sup> Acquisition of RSI Home Products, Inc. closed on December 29<sup>th</sup>, 2017. <sup>3</sup>FYE April 30, 2023 <sup>4</sup>Note the FY2028 projected Adjusted EBITDA number presented above reflects the current expectations and beliefs of management. See additional disclosures footnote <sup>1</sup> on slide 33 for further information

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## Long-term Strategy: "GDP"

## "GDP": Our Economic Engine To Drive Growth & Margin Expansion

Our "GDP" Strategy is the lens we view long-term decision-making through, enabling growth and profitability through the cycle



Growth



#### **D**igital Transformation

| $\int$ |  |
|--------|--|
|        |  |

#### Platform Design

#### **Product Innovation**

- Targeted launches of opening price point brands into new markets
- Relevancy across Made-to-Stock, Made-to-Order (MTO), Framed, Frameless categories

#### **Channel Initiatives**

- Dealer/Distributor penetration
- E-commerce expansion

#### **One American Woodmark**

- Investments in technology infrastructure to operate as one company
- Faster marketing cycles

#### **Driving Deeper Channel Penetration**

- E-commerce expanding with improved product offerings, content, and experience
- Accelerate customer conversion with easy-to-use design and shopping tools

#### Customer Experience (CX)

- Kitchen and Bath Center of Excellence
- Delivery, quality, response rate

#### **Operational Excellence (OPEX)**

- Design For Manufacturing & Assembly (DFMA), materials, logistics, and labor savings
- Drive production and efficiency through a balanced manufacturing footprint

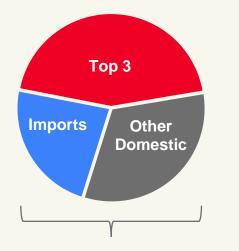
#### **Automation**

- Reduce labor costs and waste
- Improve lead times and quality
- Make our employee's jobs easier

# Growth: Maximize Our Market Opportunity Through Key Growth Pillar Initiatives

#### Highly Fragmented Market Opportunity

Kitchen & Bath Cabinet Industry<sup>1</sup>



Over 50% of the market is highly fragmented, less capitalized local and regional manufacturers or import products

#### **Key Growth Drivers**

#### Product Innovation and Capacity Investments

- Accelerating growth through product innovation and relevant offerings
- Building on over 30% of Made-to-Order (MTO) sales from products introduced in the last three years
- Monterrey, Mexico and Hamlet, North Carolina expansions to strengthen Made-to-Stock product line and improve our economics

#### Expand Channel Opportunities

- Simple Trends brand to compete with low-cost imports
- Growth opportunity in Dealer/Distributor channel
- E-commerce and Digital Marketing to expand customer purchase options and reduce time-to-purchase decision

#### Our Initiatives Are Focused on Delivering Growth in Excess of Our Underlying Market Growth Rate

#### American Woodmark

<sup>1</sup> Management internal estimates

## Case Study: Adapting Our Offerings To Add Value And Accelerate Growth

#### **Builder Channel Opportunity**

- Builders increasingly look to suppliers to find ways to improve new home affordability
- Demographic shifts drive more first-time home buyers further accelerating the need for value-oriented options

#### **American Woodmark Solution**

- Gain share with Origins brand and expand offerings
   across the homebuilding market
- Efficient logistics & service footprint built around singlefamily building density allows for a turnkey solution
- Meet a growing builder need for opening price point homes with on-trend offerings

#### Outcome

- Achieved goal of lowering costs and improving affordability, especially for growing first time homebuyer market
- Origins is our fastest growing brand three years in a row

# Digital Transformation: Customer Experience and Drive Efficiencies

Strengthening Our Competitive Advantage and Profitability by Leveraging Digital Capabilities

#### Unlock Efficiencies Through One American Woodmark

#### Increase Consumer Centric Approach to Digital Marketing

- Enterprise Resource Planning and Customer Relationship Management systems to help realize efficiency gains
- Better leverage information across the organization
- Unify offerings and capabilities under a single platform
- Sophisticated data analysis to track customer lifecycle and service needs
- Better align internal capacity across teams

- Expand engagement through robust digital marketing campaign
- Accommodate online consumer preferences
- Lead generation E-commerce tools to increase business reach
- Invest in Dealer/Distributor online platform to improve customer experience (CX)



## **Digital Transformation Case Study: Digital Marketing Platform**

#### **Digital Lead Generation**

- Kitchen & Bath retailers in the dealer channel are key growth drivers with billions in cabinetry sales
- Local retailers often rely on advertising methods with limited reach due to budget constraints

#### **American Woodmark Solution**

- We bring a digital brand presence with a nationwide marketing toolkit to help consumers connect with local dealers
- Through a dealer locator and contact application, customers seamlessly connect with a Waypoint Living Spaces retail location
- · A common platform creates shared visibility
- Waypoint representatives can provide support across the purchase journey



# Platform Design: Leverage Complexity Reduction and Operational Excellence to Drive Margin Improvement

#### **Operational Excellence and Complexity Reduction and** Significant Opportunity **For Margin Expansion** Systems Thinking **Customer Experience** Localize capacity needs and position Increase use of high-quality substitute near skilled labor materials Establish both Kitchen & Bath Procurement strategy to drive global Manufacturing Centers of Excellence sourcing synergies Target ~200bps of Adjusted EBITDA Logistics and delivery network initiatives: Facility enhancements to improve reliability and service expand Final Mile Network Margin Improvement by FY28<sup>1</sup> Improve customer experience and Invest \$75 million in automation over lower costs by expanding DFMA: next five years Improve throughput Optimize technology to lower capital requirements and improve processes Shorten lead times Focus on product performance, Optimal inventory management appearance, and reducing defects

#### American Woodmark

<sup>1</sup>Note the expected increase of Adjusted EBITDA Margin Improvement presented above reflects the current expectations and beliefs of management compared to FY23. See additional disclosures, footnote 1 on slide 33 for further information, Appendix A for a reconciliation of Adjusted EBITDA Margin to the most comparable GAAP financial measure and for a definition of "Adjusted EBITDA Margin."

### **Creating Manufacturing Centers of Excellence to Meet Growing Demand**

Greenfield Monterrey, MX Facility



#### Expected Completion: Q4 FY24

#### **Highlights:**

- Strategically located components capacity
- Strengthens Made-to-Stock Kitchen & Bath supply chain
- Labor availability and talent pool enhancements
- Lowers average cost of production across our footprint
- Lead time and logistics optimization

### Expansion of Hamlet, NC Facility



Expected Completion: Q3 FY24

#### **Highlights:**

- Creates a new Bath Manufacturing Center of Excellence in Hamlet, NC
- Consolidates Kitchen Manufacturing Center of Excellence in Lincolnton, NC
- Address growth opportunities and improve throughput
- Improve service to the largest U.S. repair and remodel market
- Strengthens our supply chain and modernize assets

#### Expansion of Made-to-Stock Manufacturing Operations to Better Serve Large East Coast Market

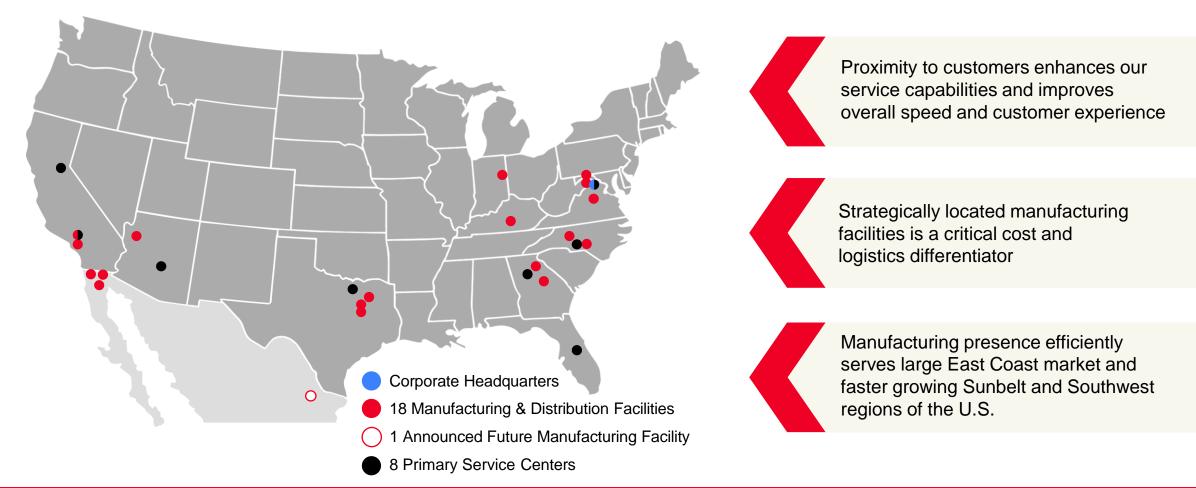


## **Competitive Advantages**

### How We Win: By Providing a Superior Customer Experience Across Our Targeted Product Offerings with a Focus on Value

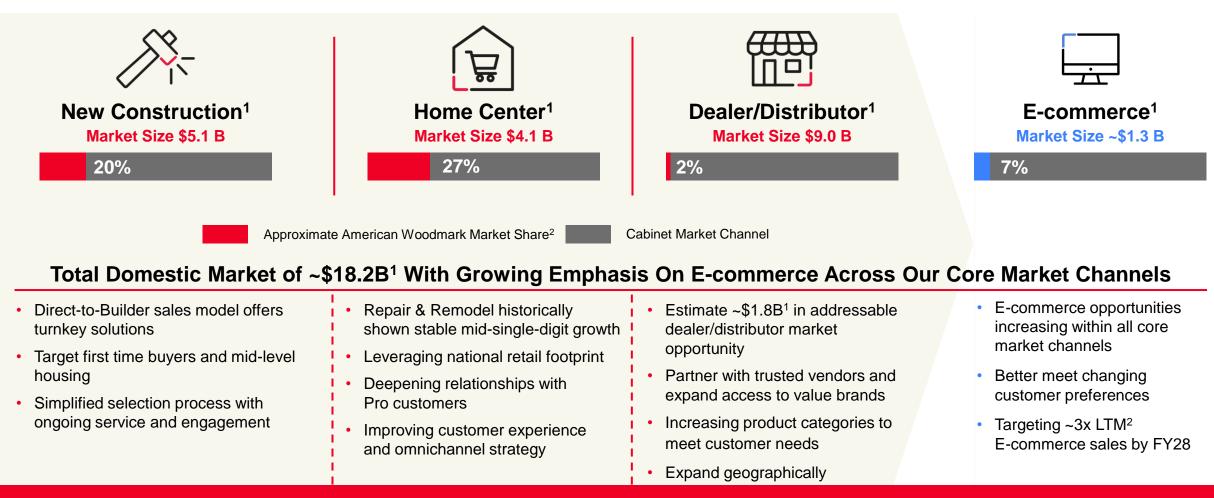
| Tong<br>Market   | <b>Product</b>   | کی کے Channels & Customers  | Customer Experience   |  |  |  |  |
|--|--|---|---|--|--|--|--|
|  |  | Objective   |   |  |  |  |  |
| Be the preeminent kitchen and<br>bath cabinet value player that<br>serves all market channelsInnovation focus on a relevant,<br>lean, value-oriented product<br>   |  | Win in the value segment by selling<br>through Home Centers, National<br>Builders, Independent Dealers<br>and Distributors and E-commerce                 | Create differentiated, relevant value<br>by offering end to end engagement,<br>leveraging technology and<br>connections across touchpoints, and<br>offering efficient turnkey solutions             |  |  |  |  |
|  | Stra   | tegic Rationale   |   |  |  |  |  |
| <ul> <li>Value segment represents<br/>60% of the market, and our<br/>product offering addresses<br/>80% of the segment<sup>1</sup></li> <li>Longstanding customer<br/>relationships serving the<br/>value segment while large<br/>competitors focus elsewhere</li> </ul> | <ul> <li>Serve the largest segment of<br/>the market with strong<br/>growth rates</li> <li>Manufacturing know-how and<br/>platform is structured to win in<br/>this segment</li> </ul> | <ul> <li>Achieve above market growth<br/>through deeper channel<br/>penetration</li> <li>Create a more diversified, and<br/>balanced portfolio</li> </ul> | <ul> <li>Create sustainable differentiation<br/>through relevant product and<br/>service solutions</li> <li>Higher customer satisfaction<br/>presents opportunity to capture<br/>pricing</li> </ul> |  |  |  |  |

# U.S. Centric Revenue Profile with Significant Scale and Operational Capabilities in Key Growth Regions



Invested Presence in Attractive Regions of Opportunity, with Efficient, Low-Cost Manufacturing Across U.S. and Mexico

### Positioned to Capture Outsized Growth Towards Affordable Offerings

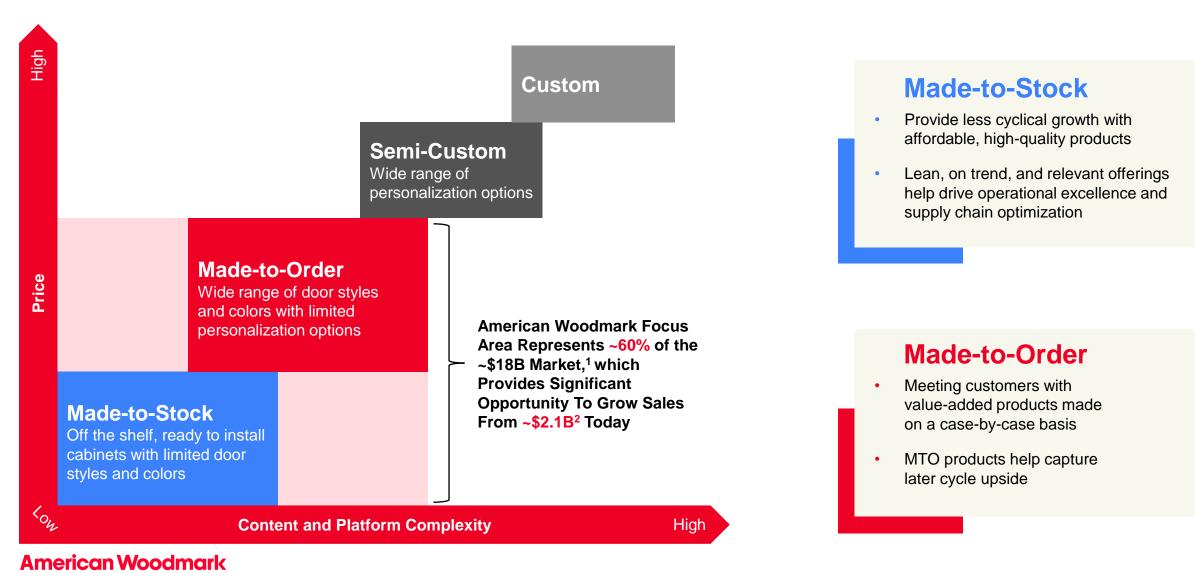


Our Value Focus Allows Us to Win With our Customers and Capture New Market Opportunities

#### **American Woodmark**

<sup>1</sup> See additional disclosures, footnote <sup>2</sup>, <sup>3</sup> on slide 33 for further information. <sup>2</sup> FYE April 30th, 2023.

## Market Shifting to Value Offering Plays into Our Core Competency



<sup>1</sup> See additional disclosures, footnote <sup>2</sup> on slide 33 for further information. <sup>2</sup> FYE April 30<sup>th</sup>, 2023

## Our Leading Brands Reinforce Long-Term Customer Relationships and Allow Us To Capitalize On Emerging Trends

#### **Leading Brands**



### **Case Study: Superior Service Platform**

#### **Builder Channel Opportunity**

- Builders seek to provide superior service to maximize positive customer experiences from purchase decision to install
- Cabinetry is one of the most essential parts of the home, and one of the most complicated aspects to plan

#### **American Woodmark Solution**

- Streamlined Quote-to-Order system simplifies the kitchen ordering process
- Provide software package to eliminate manual work, reducing error rates and cycle times
- Timberlake Connect reports issues and completes tasks
   with real-time tracking and communication



#### Outcome

- Builders experience increased accuracy with Timberlake, removing over 300,000 service tasks every year
- Our unique model to support the Top National Home Builders has helped grow share by more than 50% over the last ten years

## **Commitment to Sustainability Supports Our People and Our Brand**

Three Main Focus Areas Guide Our Path to Sustainability 2030



#### **Our Team Members**

Leveraging Our Greatest Resource



#### **Carbon Footprint**

Deploying Innovation to Reduce Emissions and Fuel Consumption



#### The Planet Reducing Waste and Assuring a Responsible Supply Chain

Elevate already impressive safety record and provide sustainability training

Increase use of Smartway-approved carriers and improve the efficiency of our vehicles for sales and service functions

#### **Fleet Innovation**

 We have reached ~70% Smartway carrier usage for over-the-road (OTR) shipments out of our 2030 goal of 100%

#### **Renewable Energy**

 We plan to continue to obtain an increasing amount of energy from renewable sources Enhance our Supplier Code of Conduct and reduce our landfill waste through useful outlets for our byproducts

#### **Sustainable Forests**

 We have improved our Supplier Code of Conduct to target suppliers who use the best land management and sustainable forestry practices

#### **Waste Elimination**

• We currently recycle much of our waste with a goal to minimize landfill usage

#### **Employee Health and Safety**

 Goal to further improve upon our five-year recordable incident rate which is already superior to our industry average

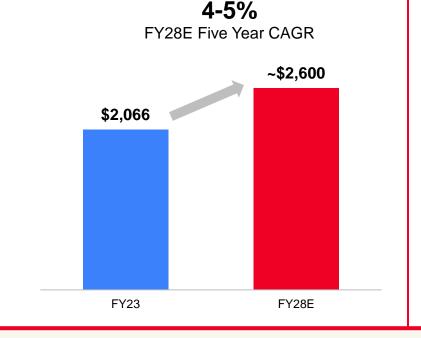
#### **Sustainability Education**

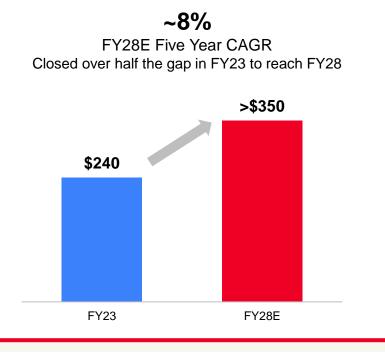
 Provide sustainability training for team members



## Financial Overview

### Leveraging Our Strategy And Long-Term Housing Tailwinds To Drive Strong Adjusted EBITDA Growth





**Maintaining Strong Free Cash Flow** 



#### Net Sales (\$M)<sup>1,2</sup>

#### **Revenue Enablers:**

Active growth programs, new products, E-commerce, Dealer/Distributor penetration, multi-year housing tailwinds

#### Adjusted EBITDA<sup>1,2</sup> (\$M)

Adjusted EBITDA Enablers: Platform investments, supply chain initiatives, digital transformation, operating leverage

#### Free Cash Flow<sup>1,2</sup> (\$M)

FCF Enablers:

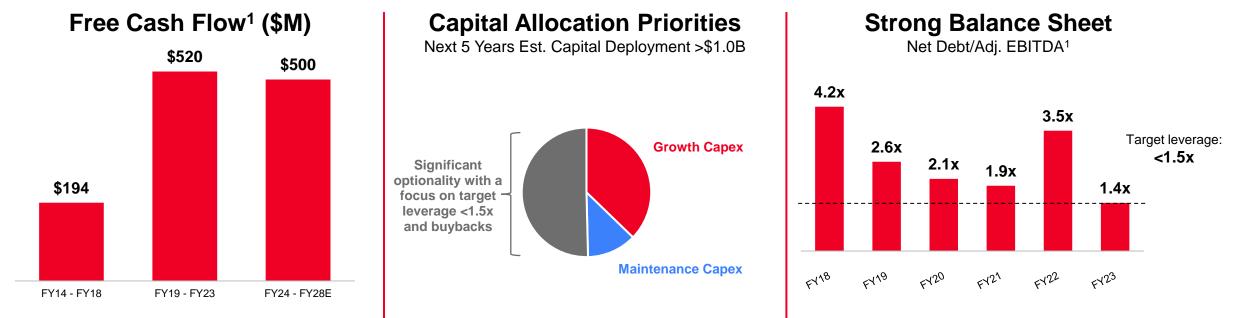
Share gains, productivity investments, working capital management

Focused on Above-Market Revenue Growth, FCF Generation, and Returning Long Range Adj. EBITDA Margins<sup>1</sup> to ~14-15%

#### **American Woodmark**

<sup>1</sup> Note the FY2028 projected financial numbers presented above reflect the current expectations and beliefs of management. See additional disclosures, footnote 1 on slide 33 for further information, Appendix A for a reconciliation of each non-GAAP number to the most comparable GAAP financial measure and for definitions of "Adjusted EBITDA", and "Free Cash Flow".; <sup>2</sup>FYE 4/30/2023

## Powerful Cash Engine Supports Our Capital Deployment Priorities And Fuels Our Strategy



- Delivered ~\$714M in cumulative FCF from FY14 – FY23
- Target: >\$500M of cumulative FCF from FY24 -FY28 while also investing for growth
- Target: FY28 FCF >\$150 million

- Capital allocation priorities are reinvesting for growth, debt paydown, and returning excess cash to shareholders via buybacks
- ~75% of Capex earmarked for growth through FY28, providing substantial flexibility
- Target: ~\$500M in investments in our GDP initiatives through FY28

- Executed on rapid deleveraging since FY22 resulting in a 2.10x reduction in leverage through FY23
- Current fixed rate debt comprises >50% of total debt at below market rates through FY25
- Target leverage: Achieve and maintain Net Debt / Adj. EBITDA below ~1.5x through the cycle

#### **American Woodmark**

<sup>1</sup> Note the FY 2024 through FY 2028 projected financial numbers presented above reflect the current expectations and beliefs of management. See additional disclosures, footnote 1 on slide 33 for further information, Appendix A for a reconciliation of each non-GAAP number to the most comparable GAAP financial measure and for definitions of "Adjusted EBITDA" and "Free Cash Flow".

## **Key Takeaways**



A compelling **investment opportunity** with a purpose driven culture and clearly defined **"GDP" strategy** 



A track record of **attractive growth** with long-term industry tailwinds and **strong market position** in our core value segment



**Investments** in supply chain, production capabilities, and digital build upon our **strong foundation** for expected **profitable growth** 



**Disciplined capital allocation** with a continuous focus on driving efficiencies



Expect significant **cash flow** and strong cash conversion driven by **operational excellence** and **resilient** product mix



Unwavering Commitment to a Value-Oriented Approach and Operational Excellence Provides Resilience Through the Cycle



## Appendix

### **Additional Disclosures**

<sup>1</sup>The projections herein are based on a number of assumptions and estimates that are inherently subject to business, economic and competitive uncertainties and contingencies, many of which are beyond our control. See page 2 of this presentation for a discussion of the risks and uncertainties that could cause actual results to differ materially from those expressed in this presentation.

<sup>2</sup> The information presented on this slide with respect to the overall US cabinet market and the size of the New Construction, Home Center & Retail and Dealer/Distributor markets represents internal management estimates. These estimates are based on management's knowledge and experience in these markets and are informed by certain internal surveys, market research, industry publications and surveys and additional sources. Although management believes these estimates are reliable, they may prove to be inaccurate due to the method by which we obtained some of the data for these estimates or because of the inability to verify such data with certainty due to limits on the availability and reliability of raw data, the voluntary nature of the data gathering process and other limitations and uncertainties inherent in data gathering. These estimates and any internal surveys informing such estimates have not been independently verified. For these reasons, investors should not place undue reliance on the market information presented. Total market size is estimated by company management at \$18.2 billion. Current addressable market opportunity within Dealer/Distributor channels is estimated at ~\$1.8B based on internal management estimates. This data is as of Calendar year 2022.

<sup>3</sup> Estimate for e-commerce market is inclusive of all e-commerce within New Construction, Home Center, Dealer/Distributor market channels.

## **Appendix A**

Adjusted EBITDA, and Adjusted EBITDA margin Definition

We use EBITDA, Adjusted EBITDA, and Adjusted EBITDA margin in evaluating the performance of our business, and we use each in the preparation of our annual operating budgets and as indicators of business performance and profitability. We believe EBITDA, Adjusted EBITDA, and Adjusted EBITDA margin allow us to readily view operating trends, perform analytical comparisons and identify strategies to improve operating performance.

We define Adjusted EBITDA as net income adjusted to exclude (1) income tax expense, (2) interest expense, net, (3) depreciation and amortization expense, (4) amortization of customer relationship intangibles, (5) expenses related to the acquisition of RSI Home Products, Inc. ("RSI acquisition") and the subsequent restructuring charges that the Company incurred related to the acquisition, (6) inventory step-up amortization, (7) non-recurring restructuring charges, (8) stock-based compensation expense, (9) gain/loss on asset disposals, (10) change in fair value of foreign exchange forward contracts, and (11) pension settlement charges. We believe Adjusted EBITDA, when presented in conjunction with comparable GAAP measures, is useful for investors because management uses Adjusted EBITDA in evaluating the performance of our business.

We define Adjusted EBITDA margin as Adjusted EBITDA as a percentage of net sales.

# Reconciliation of Adjusted Non-GAAP Financial Measures to the GAAP Equivalents

| Adjusted EBITDA and Adjusted EBITDA Margin (in thousands)        |    | r ended<br>30, 2013 | <br>ar ended<br>I 30, 2018 | ar ended<br>I 30, 2019 | ar ended<br>I 30, 2020 | ar ended<br>I 30, 2021 | ar ended<br>il 30, 2022 | ar ended<br>I 30, 2023 |
|--|----|---------------------|----------------------------|------------------------|------------------------|------------------------|-------------------------|------------------------|
| Net income (GAAP)  | \$ | 9,758               | \$<br>63,141               | \$<br>83,688           | \$<br>74,861           | \$<br>61,193           | \$<br>(29,722)          | \$<br>93,723           |
| Add back:  |    |                     |                            |                        |                        |                        |                         |                        |
| Income tax expense   |    | 6,982               | 31,619                     | 27,200                 | 25,687                 | 19,500                 | (13,257)                | 28,963                 |
| Interest (income) expense, net                                   |    | 643                 | 13,054                     | 35,652                 | 29,027                 | 23,128                 | 10,189                  | 15,994                 |
| Depreciation and amortization expense                            |    | 14,431              | 28,671                     | 45,446                 | 49,513                 | 51,100                 | 50,939                  | 48,077                 |
| Amortization of customer relationship intangibles and trademarks |    | -                   | 16,333                     | 49,000                 | 49,000                 | 47,889                 | 45,667                  | 45,667                 |
| EBITDA (Non-GAAP)  | \$ | 31,814              | \$<br>152,818              | \$<br>240,986          | \$<br>228,088          | \$<br>202,810          | \$<br>63,816            | \$<br>232,424          |
| Add back:  |    |                     |                            |                        |                        |                        |                         |                        |
| Acquisition related expenses                                     |    | -                   | \$<br>12,902               | \$<br>4,118            | \$<br>221              | \$<br>174              | \$<br>80                | \$<br>80               |
| Inventory step-up amortization                                   |    | -                   | 6,334                      | -                      | -                      | -                      | -                       | -                      |
| Non-recurring restructuring charges, net                         |    | 270                 | -                          | -                      | -                      | 5,848                  | 183                     | 1,525                  |
| Pension Settlement   |    | -                   | -                          | -                      | -                      | -                      | 68,473                  | (7)                    |
| Net loss on debt modification                                    |    | -                   | -                          | (5,266)                | -                      | 13,792                 | -                       | (2,089)                |
| Change in fair value of foreign exchange forward contracts       |    | -                   | -                          | -                      | 1,102                  | (1,102)                | -                       | -                      |
| Stock-based compensation expense                                 |    | 3,509               | 3,097                      | 3,040                  | 3,989                  | 4,598                  | 4,708                   | 7,396                  |
| Loss on asset disposal   |    | (250)               | 615                        | 1,973                  | 2,629                  | 384                    | 697                     | 1,050                  |
| Adjusted EBITDA (Non-GAAP)                                       | \$ | 35,343              | \$<br>175,766              | \$<br>244,851          | \$<br>236,029          | \$<br>226,504          | \$<br>137,957           | \$<br>240,379          |
| Net Sales  | \$ | 630,437             | \$<br>1,250,274            | \$<br>1,645,319        | \$<br>1,650,333        | \$<br>1,744,014        | \$<br>1,857,186         | \$<br>2,066,200        |
| Adjusted EBITDA margin (Non-GAAP)                                |    | 5.6%                | 14.1%                      | 14.9%                  | 14.3%                  | 13.0%                  | 7.4%                    | 11.6%                  |

A reconciliation of Adjusted EBITDA and Adjusted EBITDA Margin as projected is not provided because we do not forecast Net Income as we cannot, without unreasonable effort, estimate or predict with certainty various components of Net Income.

## **Additional Definitions**

#### Free cash flow

To better understand trends in our business, we believe that it is helpful to subtract amounts for capital expenditures consisting of cash payments for property, plant and equipment and cash payments for investments in displays from cash flows from continuing operations which is how we define free cash flow. Management believes this measure gives investors an additional perspective on cash flow from operating activities in excess of amounts required for reinvestment. It also provides a measure of our ability to repay our debt obligations.

#### Net leverage

Net leverage is a performance measure that we believe provides investors a more complete understanding of our leverage position and borrowing capacity after factoring in cash and cash equivalents that eventually could be used to repay outstanding debt.

We define net leverage as net debt (total debt less cash and cash equivalents) divided by the trailing 12 months Adjusted EBITDA.

A reconciliation of these non-GAAP financial measures and the most directly comparable measures calculated and presented in accordance with GAAP are set forth on the following tables.

# Reconciliation of Adjusted Non-GAAP Financial Measures to the GAAP Equivalents

| Free Cash Flow<br>(in thousands)  | 2014                                | 2015       | 2016   | 2017                             | 2018  | 2019                               | 2020  | 2021                                     | 2022                               | 2023                         |
|---|-------------------------------------|------------|--|----------------------------------|---|------------------------------------|---|--|------------------------------------|------------------------------|
| Cash provided by operating activities<br>Less: Capital expenditures<br>Free cash flow | \$ 40,535<br>11,402<br>\$ 29,133    | 22,378     | 33,119   | 77,080 \$<br>25,531<br>51,549 \$ | 86,775 \$<br>49,893<br>36,882 \$                    | 190,845 \$<br>39,385<br>151,460 \$ | 177,542 \$<br>40,739<br>136,803 \$                | 151,763 \$<br>46,318<br>105,445 \$       | 24,445 \$<br>51,582<br>(27,137) \$ | 196,727<br>43,270<br>153,457 |
| Free Cash Flow<br>(in thousands)  | 2028E                               | 2024-2028E |  |                                  |   |                                    |   |  |                                    |                              |
| Cash provided by operating activities<br>Less: Capital expenditures<br>Free cash flow | \$ 250,000<br>100,000<br>\$ 150,000 | 500,000    |  |                                  |   |                                    |   |  |                                    |                              |
| Current maturities of long-term debt<br>Long-term debt, less current maturities       |                                     |            | As of<br>April 30, 2018<br>\$ 4,143<br>809,897 | •                                | As of<br>April 30, 2020 A<br>\$ 2,216 \$<br>594,921 |                                    | As of<br>pril 30, 2022 Apr<br>2,264 \$<br>506,732 | As of<br>il 30, 2023<br>2,263<br>369,396 |                                    |                              |

| Long-term debt, less current maturities | <br>809,897      | 689,205    | 594,921    | 513,450    | 506,732    | 369,396  |
|---|------------------|------------|------------|------------|------------|----------|
| Total Debt                              | <br>814,040      | 691,491    | 597,137    | 521,772    | 508,996    | 371,659  |
| Less: cash and cash equivalents         | (78,410)         | (57,656)   | (97,059)   | (91,071)   | (22,325)   | (41,732) |
| Net debt                                | \$<br>735,630 \$ | 633,835 \$ | 500,078 \$ | 430,701 \$ | 486,671 \$ | 329,927  |
|   |                  |            |            |            |            |          |
| Net leverage                            | 4.19             | 2.59       | 2.12       | 1.90       | 3.53       | 1.37     |