



Worthington Industries

Joe Hayek – Chief Financial Officer

Jefferies

2021 Virtual Industrials Conference
August 3, 2021

65 YEARS

MAKERS OF BETTER

EST. 1955

SAFE HARBOR STATEMENT

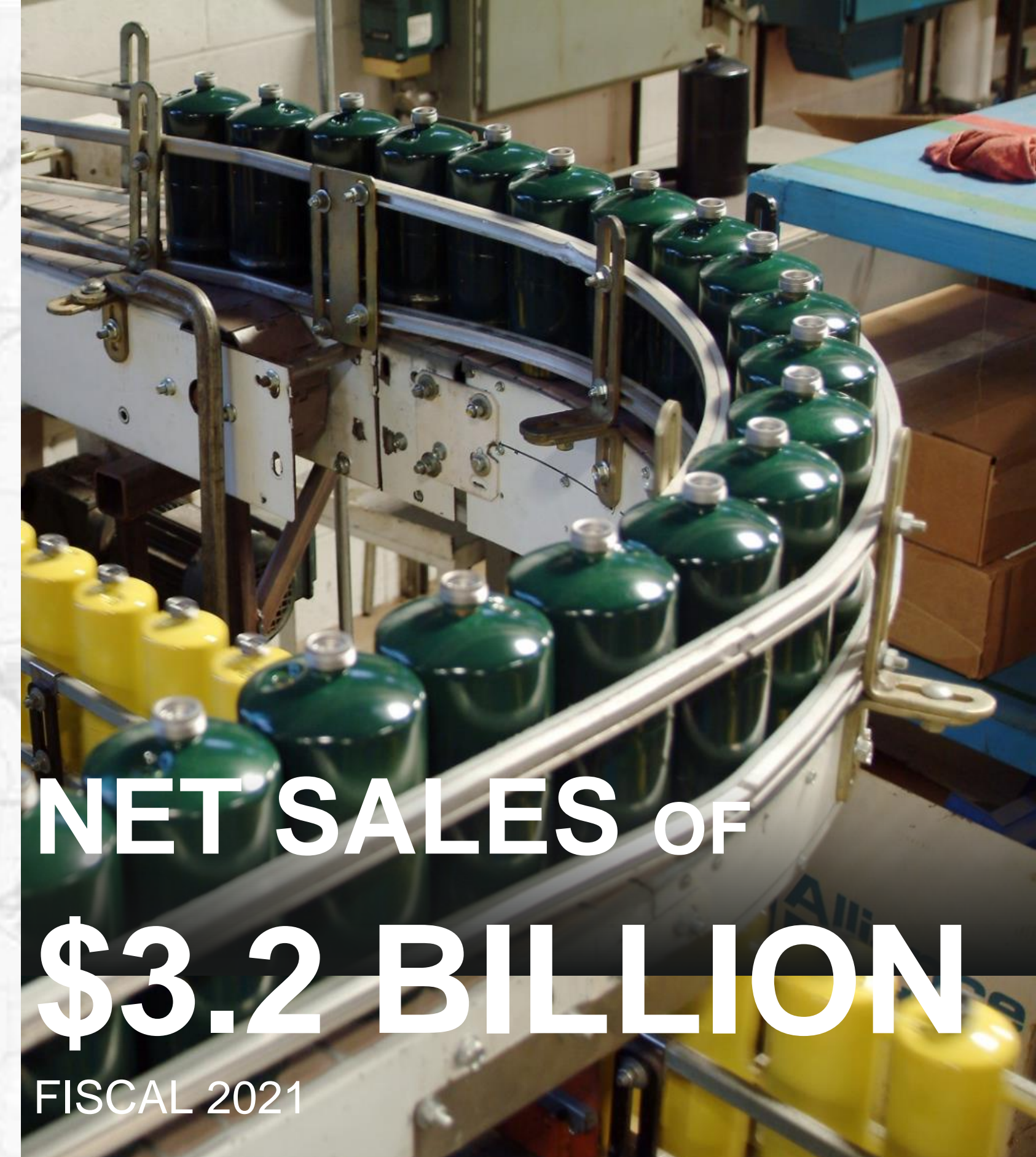
Worthington Industries wishes to take advantage of the Safe Harbor provisions included in the Private Securities Litigation Reform Act of 1995 (the "Act"). Statements by the Company which are not historical information constitute "forward looking statements" within the meaning of the Act. All forward-looking statements are subject to risks and uncertainties which could cause actual results to differ from those projected. Factors that could cause actual results to differ materially include risks, uncertainties and impacts described from time to time in the Company's filings with the Securities and Exchange Commission, including those related to COVID-19 and the various actions taken in connection therewith, which could also heighten other risks.

VISION

TO BE THE **TRANSFORMATIVE**
PARTNER FOR OUR CUSTOMERS, A
POSITIVE FORCE IN OUR
COMMUNITIES AND EARN
EXCEPTIONAL RETURNS



FOUNDED IN
1955



NET SALES OF
\$3.2 BILLION

FISCAL 2021



8,000
EMPLOYEES



4,500
CUSTOMERS



53
FACILITIES



7
COUNTRIES



\$483M
ADJ. EBITDA
FISCAL 2021

WOR
LISTED
NYSE®

CORPORATE CITIZENSHIP & SUSTAINABILITY

Long history of keeping employees safe, practicing good citizenship and protecting the environment

Fiscal Year 2020 Highlights



2.5x

BETTER SAFETY RECORD
than our industry



95%

of waste generated
RECYCLED



55

NON-PROFIT
organizations supported



60

STUDENTS completed the
WI Workforce Experience



\$2M+

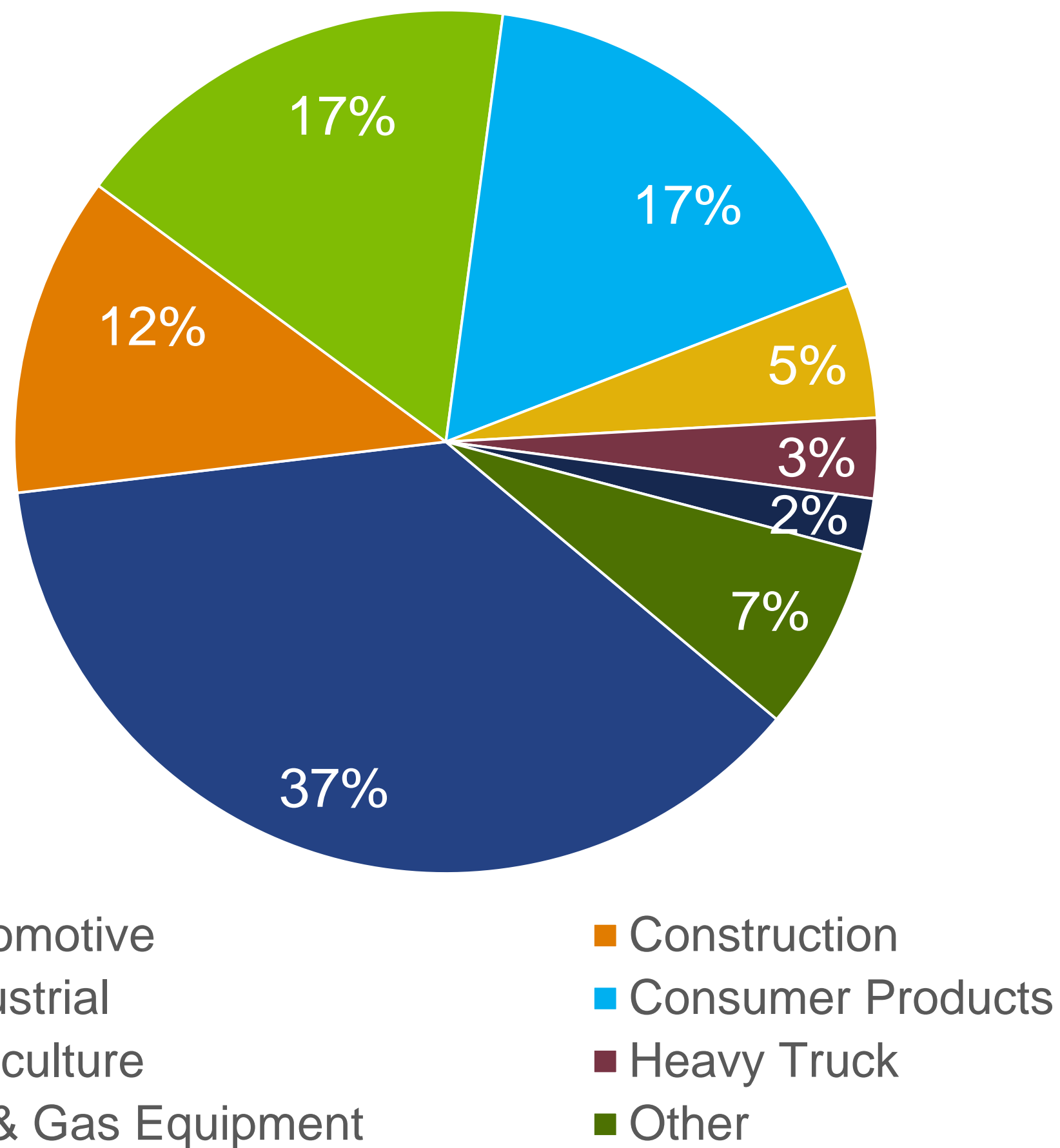
DONATED
in the community

For more information on our Corporate Citizenship & Sustainability efforts, please see our first annual Corporate Citizenship & Sustainability Report located on the “Governance” page of our Investor Relations website at ir.WorthingtonIndustries.com

\$3.2B FISCAL 2021 NET SALES

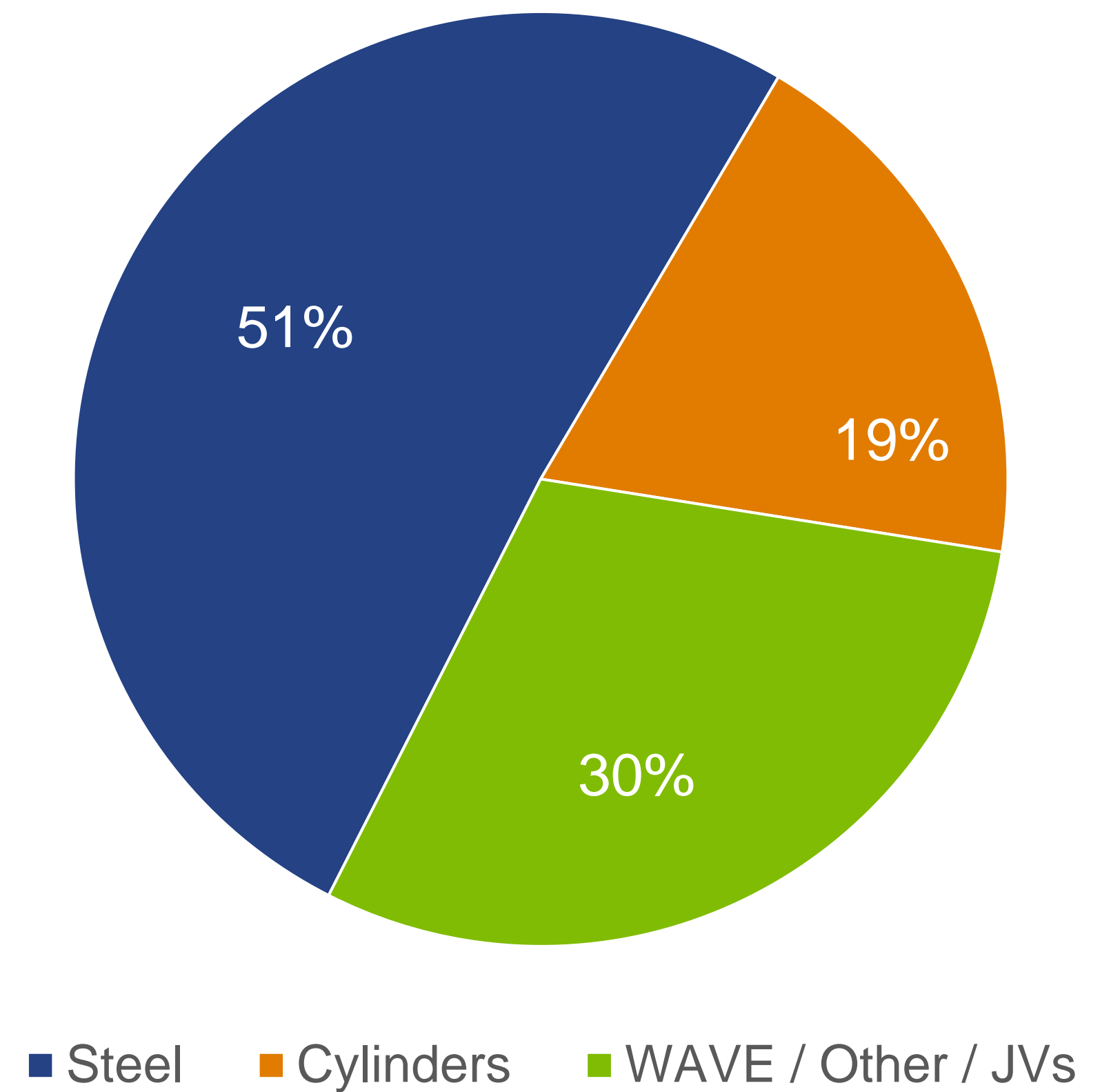
05/31/21

NET SALES BY END-MARKETS



OPERATING/EQUITY INCOME BY SEGMENT TTM*

\$411.3 MILLION



* Excludes restructuring, non-recurring, and impairment.

STEEL PROCESSING



CORE PRODUCTS

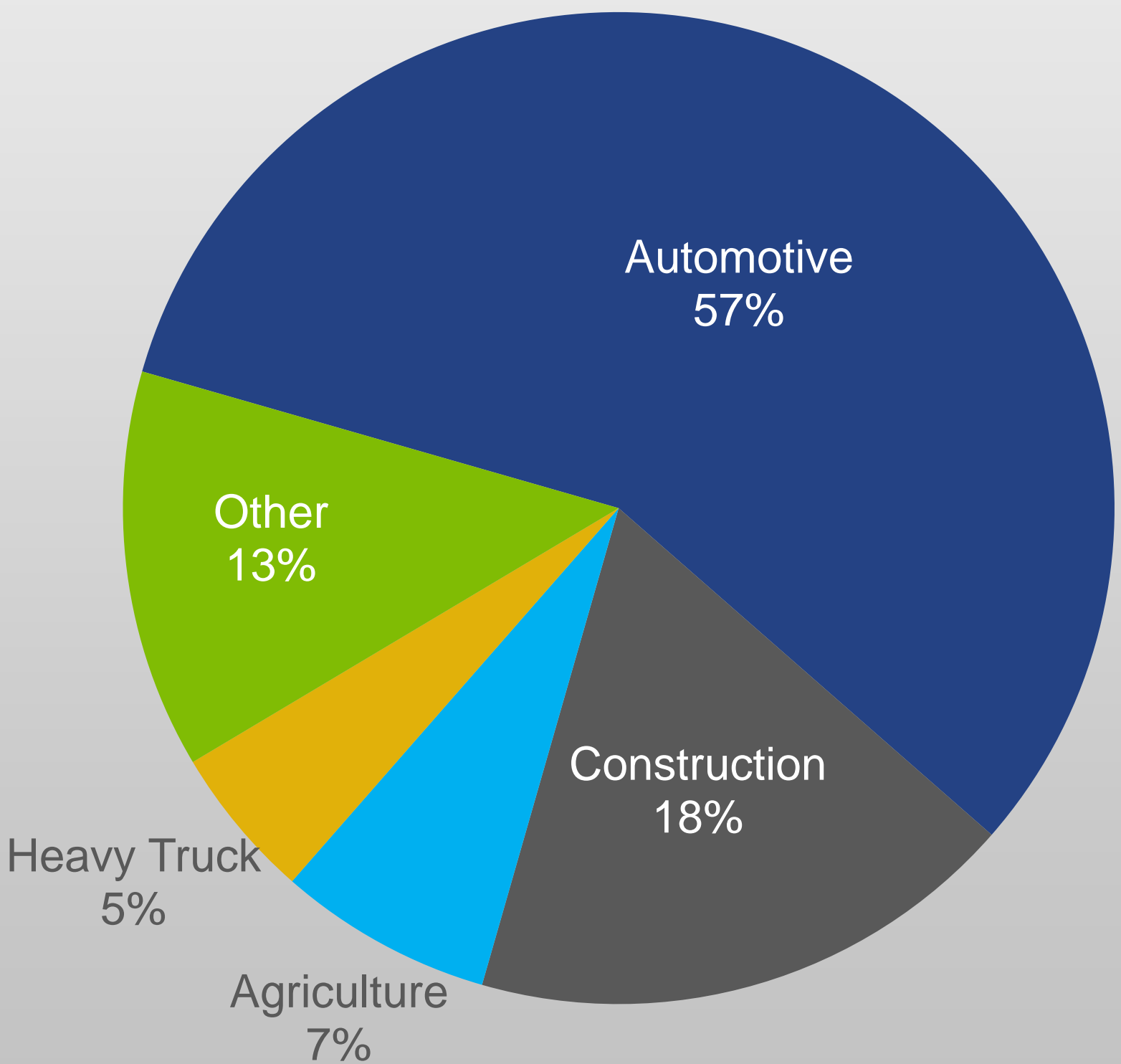
Carbon flat rolled steel processing - Broad range of metal products in sheet, coil and strip configurations, as well as a number of processing capabilities from specialty coatings and annealing, to pickling, slitting and blanking.

Laser welded products – Offering tailored products for lightweight and safety critical components through 55% owned JV (TWB). Capability to process multiple types of materials offering tailor welded blanks, tailor welded coils, aluminum tailor welded blanks, and hot formed tailor welded blanks.



SALES BY END MARKET

TTM 05/31/2021 \$2.1B



PRESSURE CYLINDERS



CORE PRODUCTS

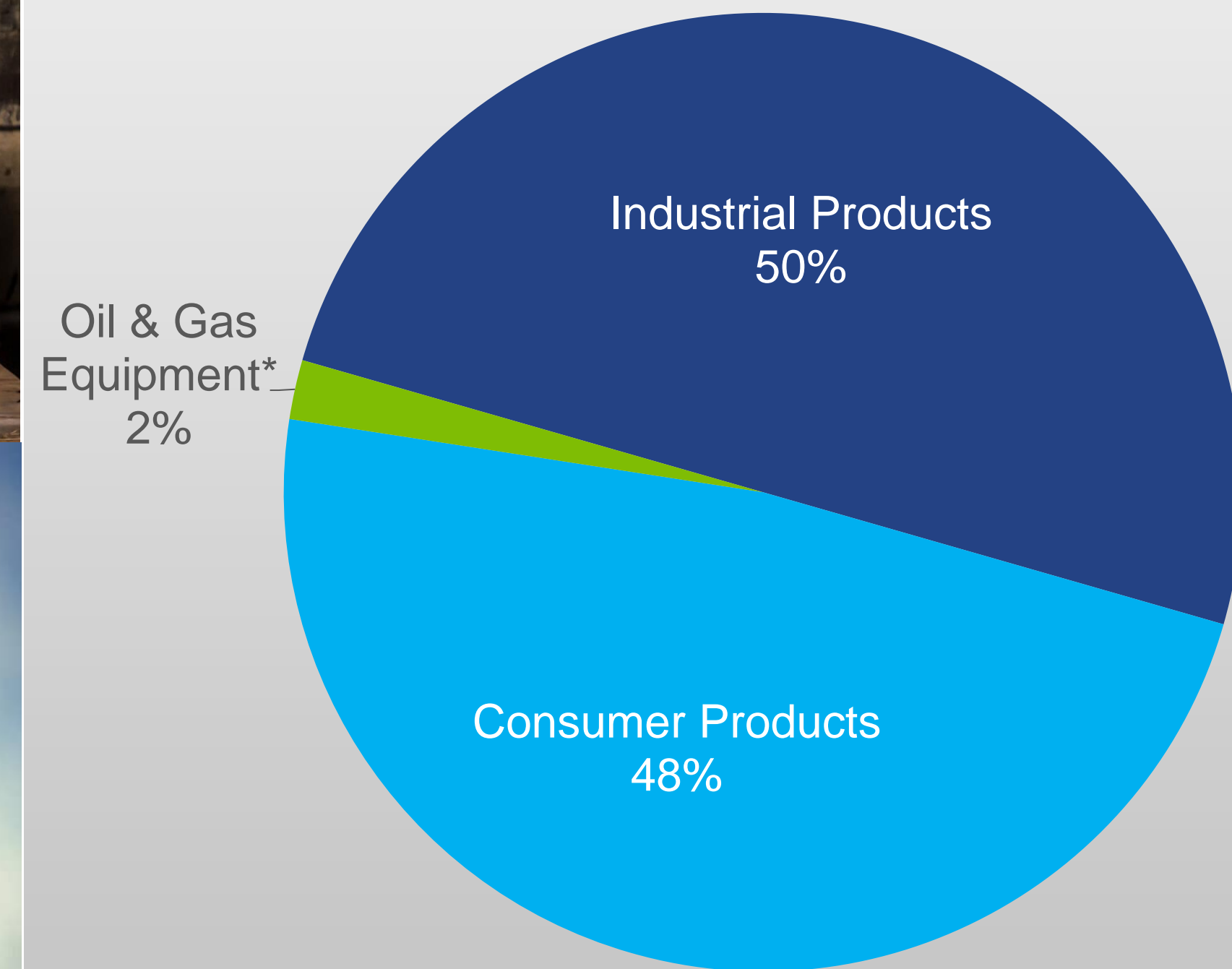
Industrial Products - Broad line of pressure cylinders and tanks for industrial gas storage and transportation including the growing sustainable mobility markets for hydrogen and compressed natural gas.

Consumer Products — Market-leading brands with products for outdoor living, niche tools, and water system solutions.



SALES BY SBU

TTM 05/31/2021 \$1.1B



*Oil & Gas Equipment business divested 01/29/21

PRESSURE CYLINDERS SPLIT INTO THREE SEPARATE REPORTING SEGMENTS EFFECTIVE June 1, 2021



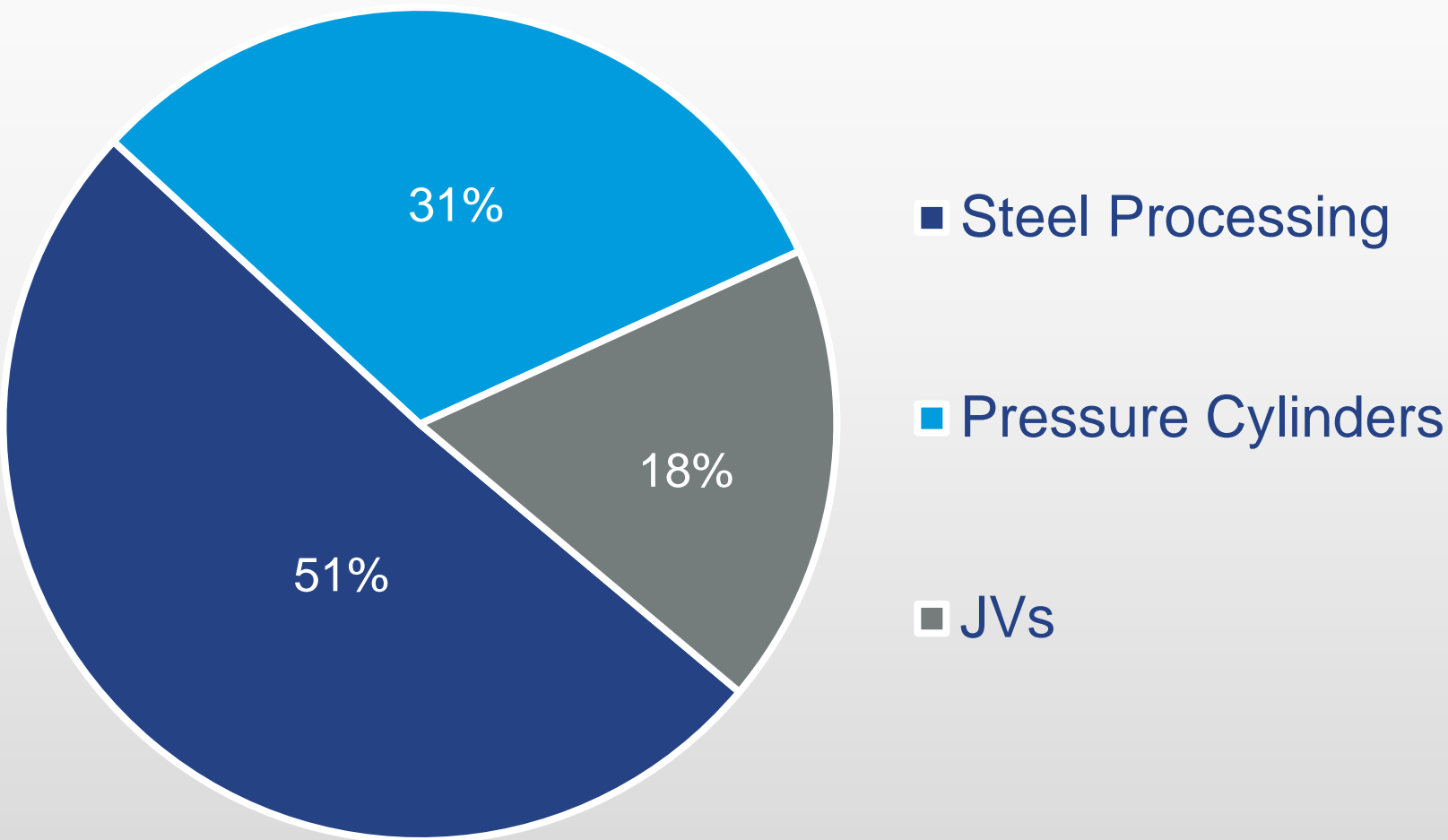
New segments will focus strategies around end-markets and improve reporting visibility

- 1. **CONSUMER PRODUCTS** – market-leading branded products in tools, outdoor living, and celebrations
- 2. **BUILDING PRODUCTS** – market-leading positions in commercial and residential construction products, water systems, heating & cooling solutions and other specialty offerings
- 3. **SUSTAINABLE ENERGY SOLUTIONS** – on-board fueling and gas containment solutions for hydrogen and adjacent sustainable energy markets

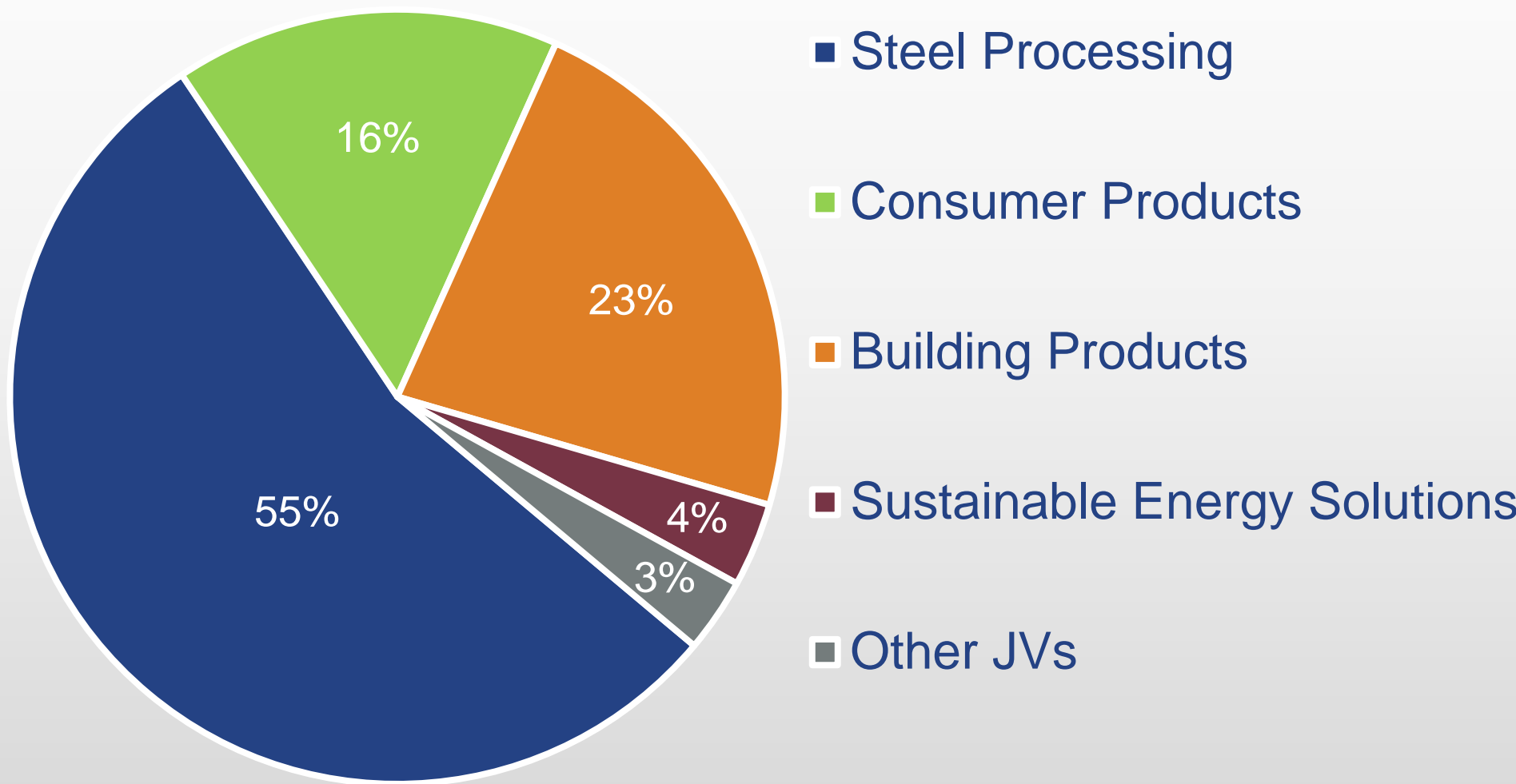
Change enables leadership teams to build and execute better, more focused strategies while providing increased transparency for investors and will be reflected in FY22 Q1 financials and going forward

Historical Net Sales by Segment*

(\$3.4B 02/28/21 TTM)



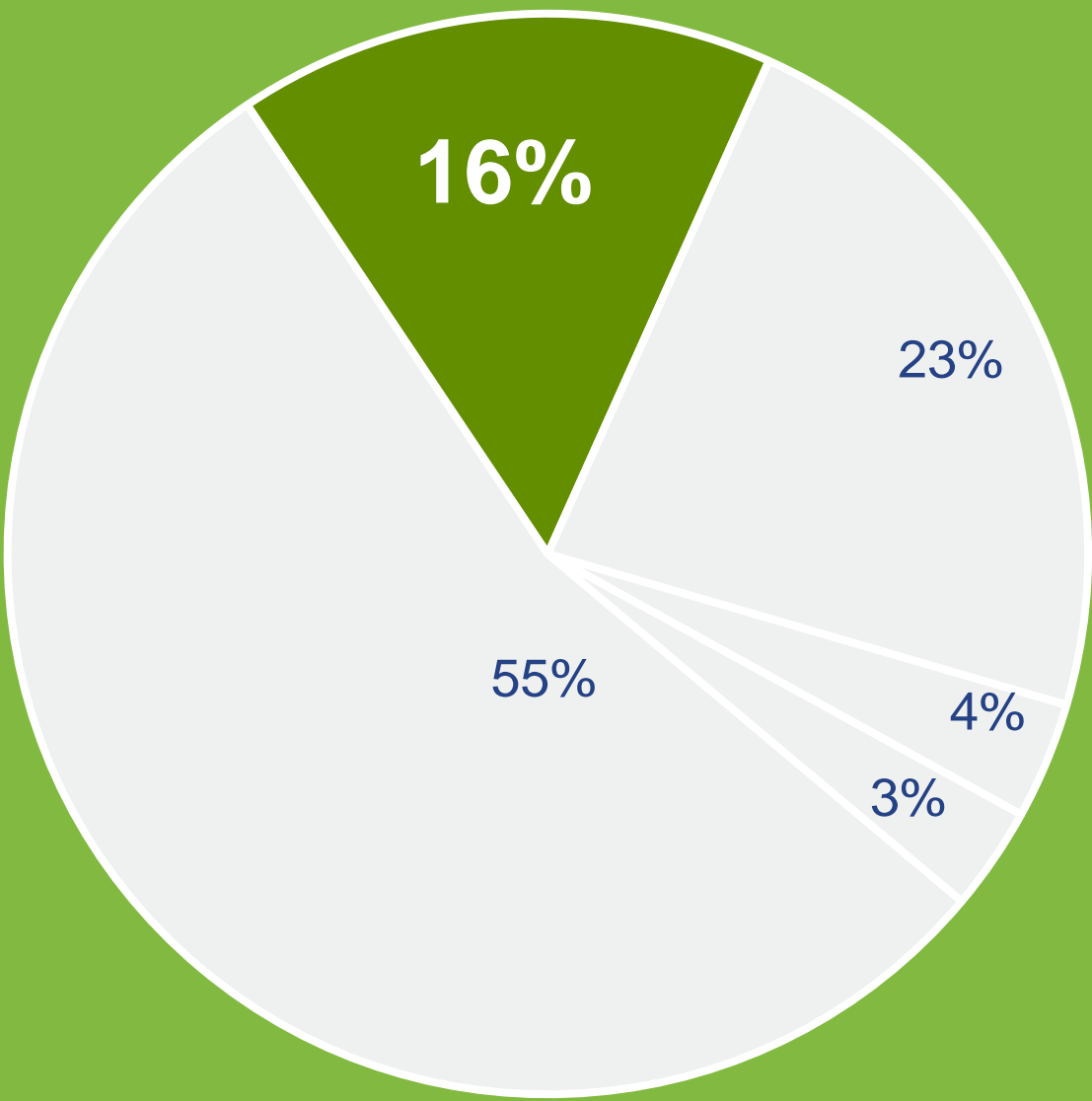
Pro forma approximate Net Sales by Segment*



















*Includes WOR share of unconsolidated JV sales totaling \$0.6B. Pro forma assigns Serviacerro to Steel Processing and ClarkDietrich & WAVE to Building Products. Other JVs represents Artiflex and Cabs JV.

Market leading brands sold primarily through big-box retailers focused on tools, outdoor living and celebrations

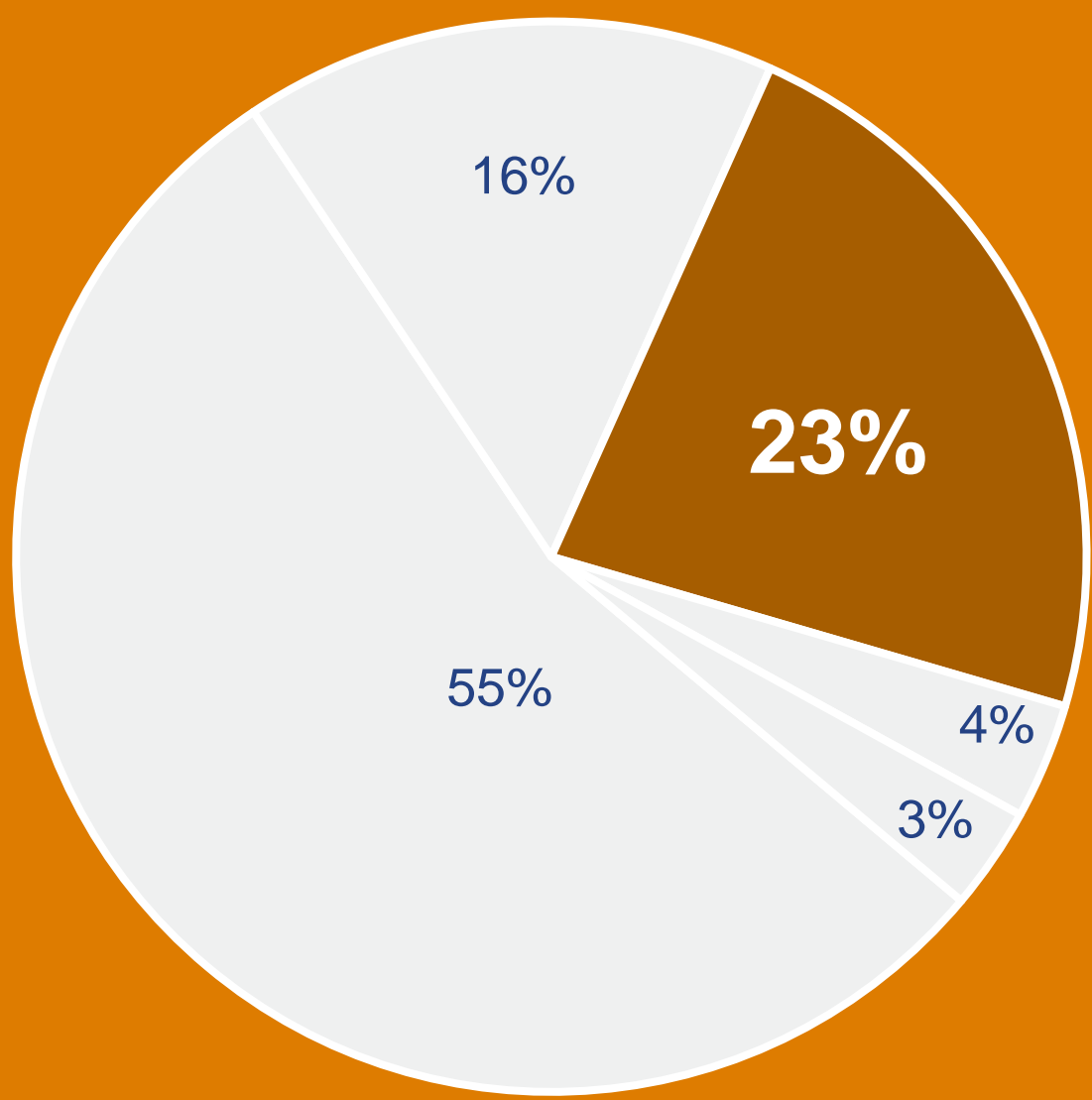
Approximate
share of
net sales



	TOOLS (~38% of segment revenue)	OUTDOOR LIVING (~47% of segment revenue)	CELEBRATIONS (~15% of segment revenue)
Brands	<div></div>	<div></div>	<div></div>
Products	<div></div>	<div></div>	<div></div>
Channel Partners	<div></div>	<div></div>	<div></div>



Approximate
share of
net sales*



Broad array of market-leading commercial and residential building products primarily sold through distributors. Equity earnings of WAVE and ClarkDietrich joint-ventures will be reported as part of Building Products.

Product families focused around

- Residential and commercial water solutions
- Heating and cooling refrigerant business
- Foam and adhesives business
- Propane cylinders used in commercial and residential construction
- Architectural and acoustical grid ceilings
- Metal framing and accessories for commercial buildings

Products:



Propane cylinders used in residential and commercial construction



Refrigerant, foam & adhesive



Water solutions



WAVE ceiling solutions

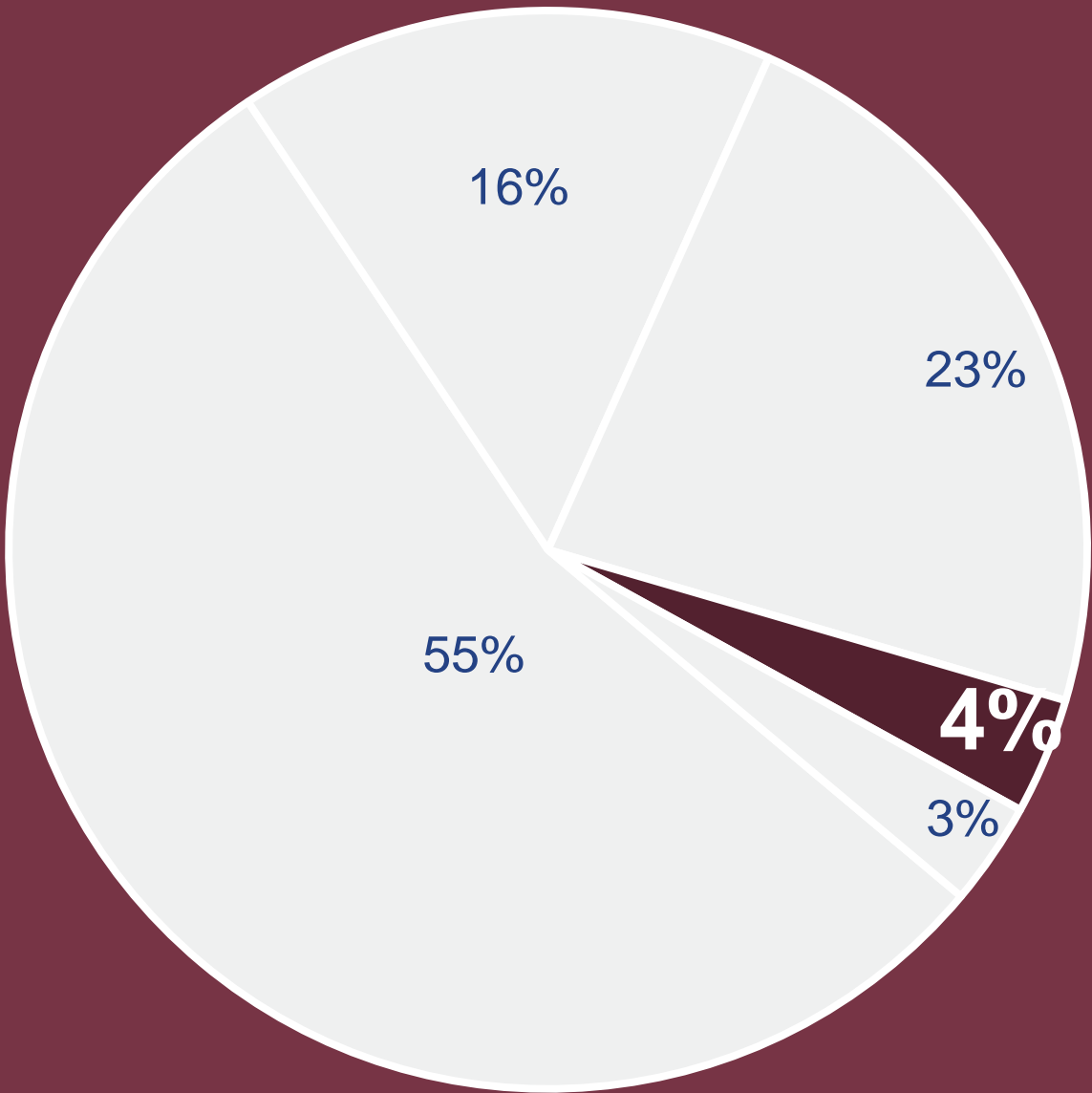


ClarkDietrich metal framing

*Includes share of unconsolidated JV sales for WAVE and ClarkDietrich



Approximate
share of
net sales



Located in Europe and focused on providing turnkey solutions in the growing Hydrogen ecosystem and adjacent sustainable energies like compressed natural gas.

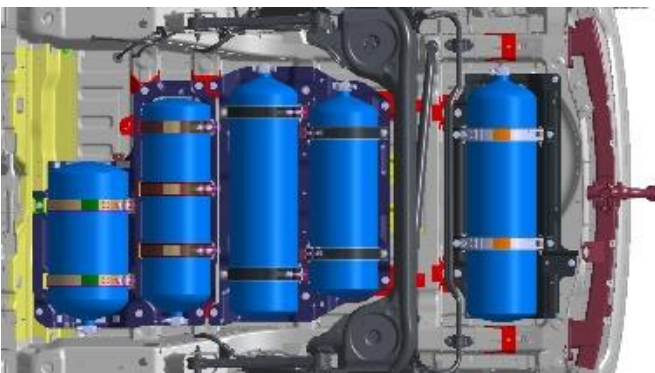
Sustainable Energy Solutions

- Attractive end-market with significant opportunities for growth
- Heavy-duty truck, public transportation, passenger vehicles
- Virtual pipeline through storage, transport, distribution through mobile refuel
- Complete offering of systems and services - “one stop shop” of cylinders, valves, tubing and instrumentation

Products:



Max9 Bundle™



Light-duty vehicle



Heavy-duty vehicle pack



PTEC Valve & components

End Markets:

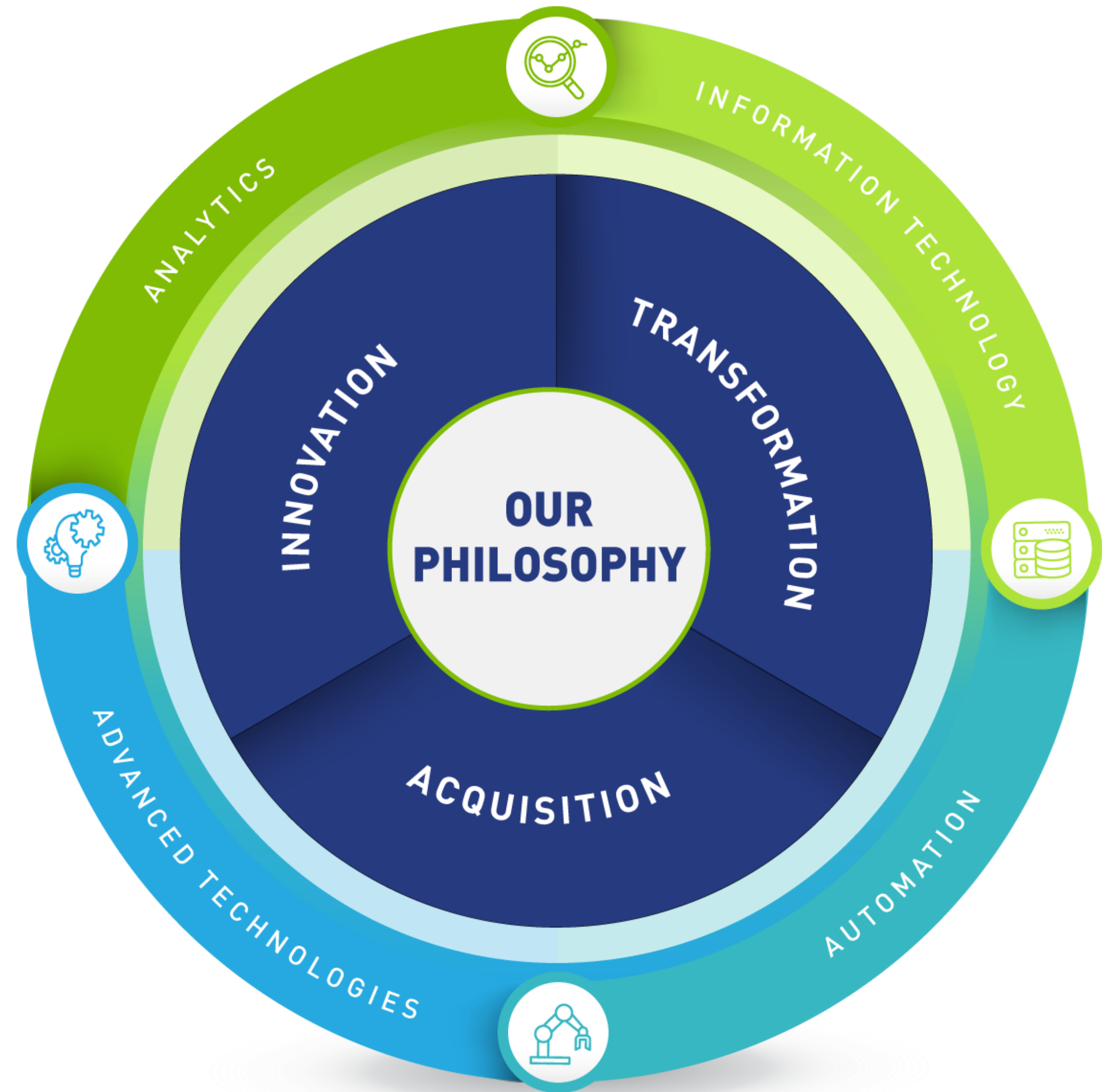


GROWTH STRATEGY

Working together using technology, analytics and automation **enables** us to deliver...

Successful innovation, transformation, and acquisitions that **drive value** for customers and earn exceptional returns for our shareholders.

All with **Our Philosophy** at the center.



MAKERS OF BETTER

VALUE DRIVERS IN ACTION: TRANSFORMATION

Data driven LEAN events to improve our businesses



Example of Transformation project at cylinder facility conducted during pandemic

Issue: Strong demand for Coleman® and Bernzomatic® camping gas tanks required transformation efforts to increase production in order to meet customer demand

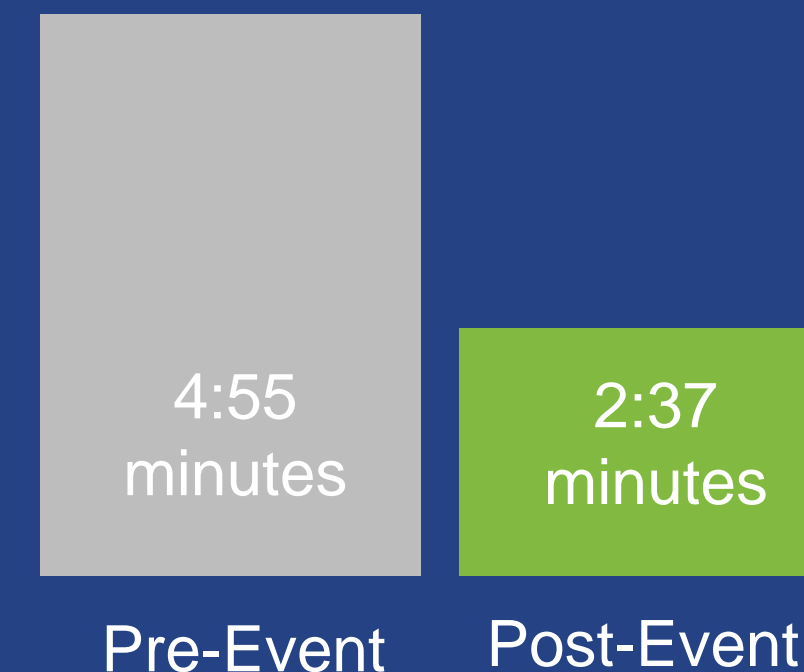


What we did to drive improvements:

- ✓ Utilized data analytics from smart factory software to identify greatest opportunity for production improvements
- ✓ Identified coil change over time at presses as best opportunity
- ✓ Improved collaboration and implemented standard work across all 3 shifts
- ✓ Employed special safety measures including physical distancing and virtual participants demonstrating the power of transformation even during the pandemic
- ✓ Instilled transformational culture with local team empowering them to drive future productivity improvements

WHAT WE ACHIEVED:

47%
Reduction in average coil
changeover time



500K
Annual increase in
cylinder production
capacity

VALUE DRIVERS IN ACTION: INNOVATION

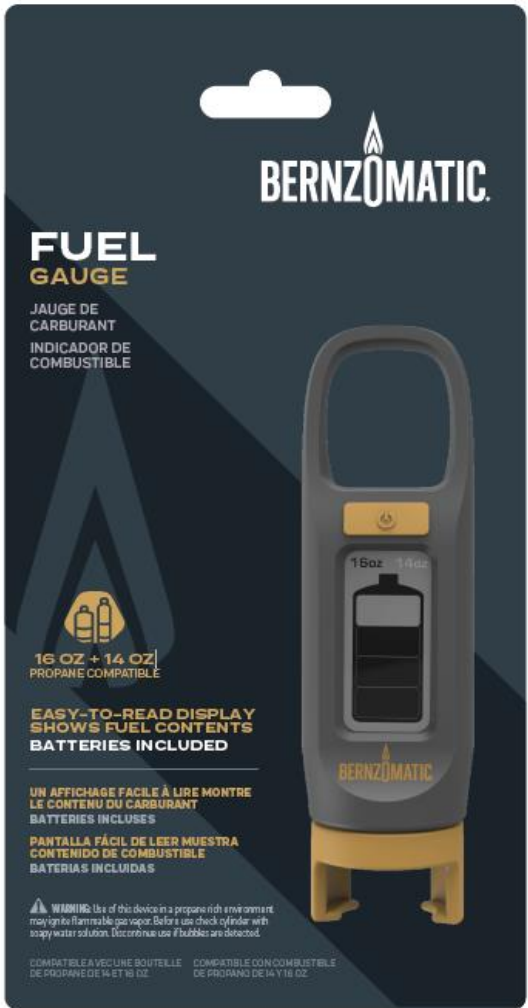
Focused effort has resulted in a growing pipeline of new products



FUEL GAUGE

FOR CAMPING CYLINDERS

Check fuel levels to avoid running out
Available at Walmart



SMARTLID™

INTEGRATED MONITORING SOLUTION

Check propane levels remotely
for home & industrial heating



COMFORT CARRY™

PROPANE TANK

Easier to handle, more attractive tank
Available at U-Haul



RECENT TRANSACTIONS THAT WILL IMPROVE OUR FINANCIAL PERFORMANCE AND STRENGTHEN LIQUIDITY

- ✓ Divested loss-making Engineered Cabs business – Nov. 2019
- ✓ Divested non-core, loss-making North American Cryogenic assets for proceeds of \$21 million – Oct. 2020
- ✓ Divested non-core, loss-making Oil & Gas Equipment business – Jan. 2021
- ✓ Divested loss-making Structural Composites Industries business for proceeds of \$20 million – Mar. 2021
- ✓ Divested non-core LPG fuel storage business in Poland for consideration of \$6 million – May 2021
- ✓ Monetized Nikola Corp Investment generating pre-tax cash proceeds of \$634 million – fiscal 2021
- ✓ Acquired General Tools & Instruments for \$115 million – Jan. 2021
- ✓ Acquired German valve and component company, PTEC Pressure Technology, for \$11 million – Jan. 2021
- ✓ Acquired certain assets of Shiloh Industries U.S. BlankLight business for \$105 million – Jun. 2021



FINANCIAL GOALS

- GROW EBITDA & FREE CASH FLOW EVERY YEAR
- 10%+ RETURN ON CAPITAL
- RAISE MARGINS
- REDUCE EARNINGS VOLATILITY
- BALANCED CAPITAL ALLOCATION
- MODEST LEVERAGE / AMPLE LIQUIDITY (INVESTMENT GRADE)
- RIGOROUS CAPITAL DISCIPLINE



B A L A N C E D

CAPITAL ALLOCATION STRATEGY

Strong cash flows and significant liquidity support balanced approach to capital allocation focused on growth and rewarding shareholders

CAPITAL EXPENDITURES

- ✓ Reinvest in the business to create value and support growth
- ✓ FY2021 CapEx of \$82.2 million

ACQUISITIONS

- ✓ Focus on core businesses and selectively grow into new markets
- ✓ Focus on higher margin / high cash flow businesses

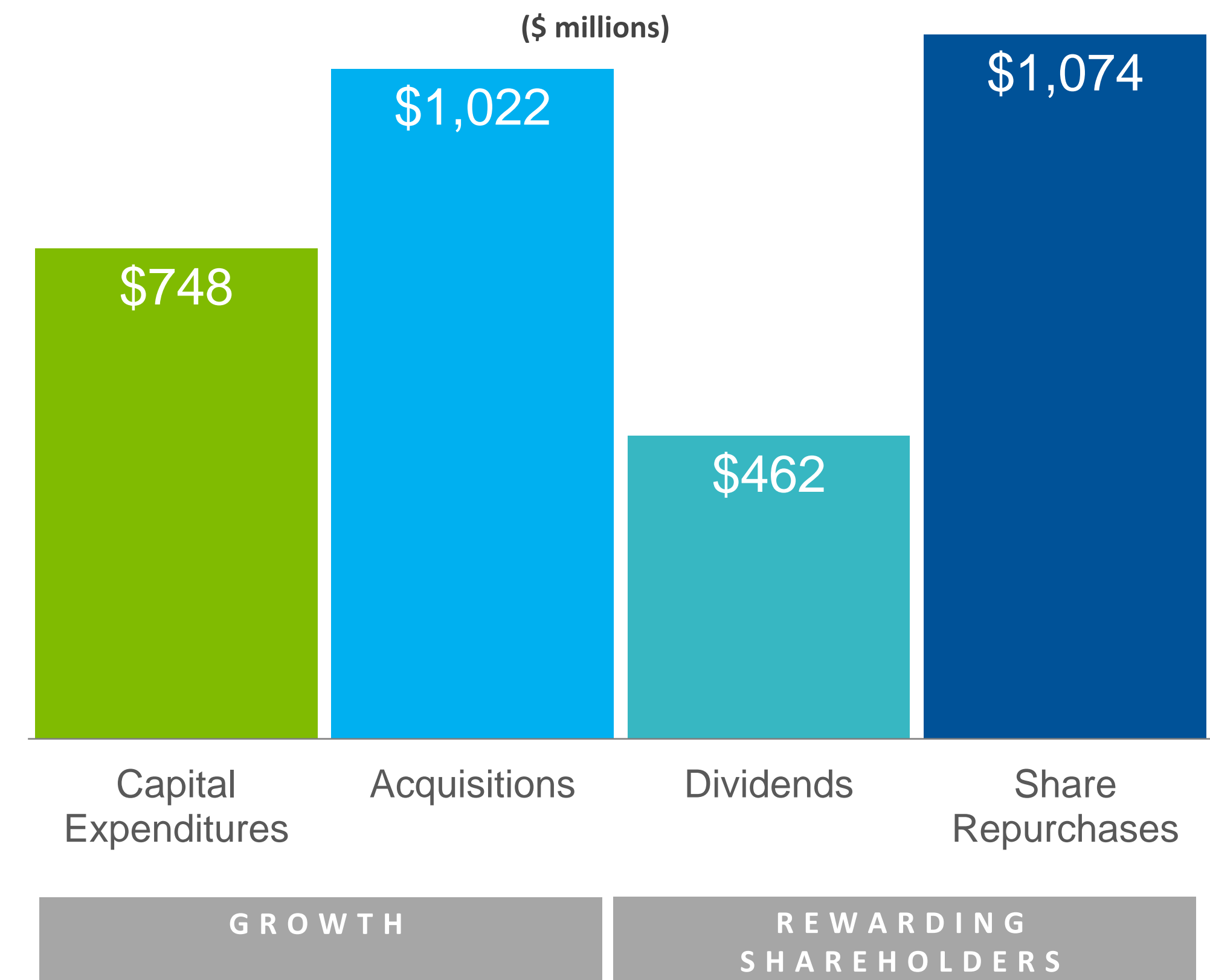
DIVIDENDS

- ✓ Dividend paid quarterly since becoming a public company in 1968
- ✓ Eleven consecutive years of dividend increases

SHARE REPURCHASES

- ✓ Opportunistic approach has reduced share count 28% over past 10 years since start of FY 2012
- ✓ 9.3 million shares remaining on authorization

OVER \$3 BILLION OF CAPITAL DEPLOYED IN PAST 10 YEARS
SINCE START OF FY2012



*Information based on financials since FY 2012

CONSOLIDATED RESULTS

\$ millions, except EPS	FY2019	FY2020	FY2021
Sales	\$3,760	\$3,059	\$3,171
Adjusted EBITDA*	\$330	\$300	\$483
% of sales	8.8%	9.8%	15.2%
Operating Income*	\$142	\$115	\$288
% of sales	3.8%	3.8%	9.1%
EPS*	\$2.60	\$2.39	\$5.24
Avg Invested Capital	\$1,628	\$1,532	\$1,542
ROIC (Adj. EBIT/Avg. Inv. Cap.)	14.4%	13.6%	25.7%
Inventory Holding Gains / (Losses)			
Impact	(\$4)	(\$20)	\$75
EPS Impact	(\$0.06)	(\$0.27)	\$1.04

*Adjusted for restructuring and non-recurring items. See supplemental data schedules in appendix for reconciliation of adjustments.

KEY INVESTMENT HIGHLIGHTS

Worthington offers an attractive investment opportunity

- Growth strategy focused on value drivers of innovation, transformation and acquisition to enhance margins
- Solid free cash flow and ample liquidity to execute on strategy
- Rigorous capital discipline focused on high cash flow investments
- Balanced approach to capital allocation focused on investing for growth and rewarding shareholders





SUPPLEMENTAL DATA

SUPPLEMENTAL DATA

CONSOLIDATED ADJUSTED EBITDA / FREE CASH FLOW

	FY19 Annual	FY20 Annual	FY21 Annual
Net Income	\$ 153.5	\$ 78.8	\$ 723.8
Interest Expense	38.1	31.6	30.3
Taxes	43.2	26.3	176.3
EBIT	\$ 234.7	\$ 136.8	\$ 930.4
D&A	95.6	92.7	87.7
EBITDA	\$ 330.3	\$ 229.4	\$ 1,018.1
Restructuring and non recurring	(0.8)	70.8	(534.6)
EBITDA Adjusted	\$ 329.5	\$ 300.3	\$ 483.4
Stock based compensation	11.7	11.9	19.1
Undistributed JV earnings	7.3	8.1	(32.3)
Interest Expense	(38.1)	(31.6)	(30.3)
Income taxes	(25.7)	(27.7)	(171.4)
Net (gain) loss on sale of assets	(7.1)	(5.1)	53.6
Minority interest	9.8	5.6	17.7
Change in working capital	(98.9)	58.7	21.0
Other	9.3	16.5	(86.3)
Cash Flow from Operations	\$ 197.9	\$ 336.7	\$ 274.4
Capital spending	(84.5)	(95.5)	(82.2)
Free Cash Flow	\$ 113.4	\$ 241.2	\$ 192.2

MAKERS OF BETTER

*FY21 adjusted for net gain of \$655M related to NKLA less restructuring charges of \$121M

SUPPLEMENTAL DATA

CONSOLIDATED ADJUSTED OPERATING INCOME / EPS

\$ millions, except EPS	FY2019	FY2020	FY2021
Operating Income	\$145	\$22	\$168
Restructuring and non recurring*	(3)	93	\$120
Operating Income Adjusted	\$142	\$115	\$288
EPS	\$2.61	\$1.41	\$13.42
Restructuring and non recurring*	(0.01)	0.98	(8.18)
EPS Adjusted	\$2.60	\$2.39	\$5.24

*FY2020 adjusted EPS reflects \$93M (\$1.29/share) in pre-tax restructuring and non-recurring charges as well as a \$23M gain (\$0.31/share) from the sale of WAVE's foreign assets.

FY2021 reflects \$534M (\$8.18/share) in pre-tax restructuring and non-recurring income, which consists of a net gain of \$655M related to NKLA less restructuring charges of \$120M.

MAKERS OF BETTER

STEEL PROCESSING FINANCIALS

\$ millions	FY2019	FY2020	FY2021
Sales	\$2,436	\$1,860	\$2,059
Adj. EBITDA*	\$122	\$79	\$233
% of sales*	5.0%	4.3%	11.3%
Operating Income* <small>excl. Restructuring</small>	\$93	\$46	\$211
% of sales	3.8%	2.5%	10.2%
Capital Expenditures	\$39	\$41	\$28
Avg Invested Capital	\$550	\$512	\$531
ROIC* (Adj. EBIT/Avg. Inv. Cap.)	14.8%	7.5%	36.2%
Volume (000s tons)	3,715	3,831	4,067
Steel Price (HRC/ton), period average	\$783	\$547	\$869
Inventory Holding Gains / (Losses) Impact	(\$4)	(\$20)	\$75

*excludes restructuring and non-recurring charges

MAKERS OF BETTER

PRESSURE CYLINDERS FINANCIALS

\$ millions	FY2019	FY2020	FY2021
Sales	\$1,208	\$1,148	\$1,111
Adj. EBITDA*	\$105	\$124	\$116
% of sales*	8.7%	10.8%	10.4%
Operating Income* excl. Restructuring	\$63	\$81	\$77
% of sales	5.3%	7.1%	6.9%
Capital Expenditures	\$38	\$41	\$46
Avg Invested Capital	\$879	\$869	\$831
ROIC (Adj. EBIT*/Avg. Inv. Cap.)	7.2%	9.4%	9.3%
Volume (000s units)	83,787	82,520	86,769

*excludes restructuring and non-recurring charges.

Note: FY2019 results were negatively impacted by a \$13 million charge related to a tank replacement program in Q3 which is included in the numbers above.

FY2020 results were positively impacted by \$13M million in Q1 due to the early cancellation of a customer take-or-pay contract which is included in the numbers above.

MAKERS OF BETTER

SUCCESSFUL JOINT VENTURES

Serving building product and automotive end markets

OVER
\$1.0B

in dividends
received

*from JVs in past 10 years since
start of FY 2012*

- Successful JV portfolio built with trusted partners who help make a business better versus the alternative of going solo
- JVs managed to produce regular cash dividends that closely approximate earnings

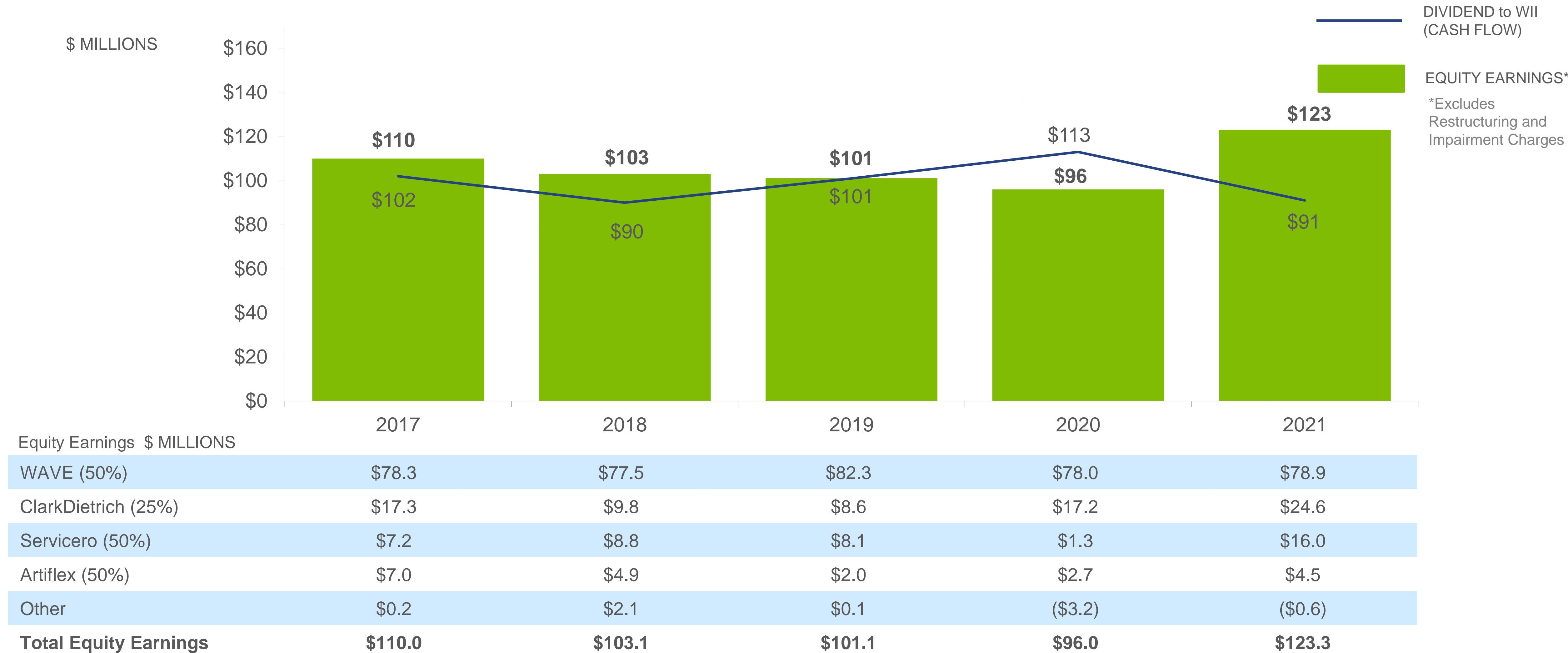
	Business	Ownership	Created
WAVE	Architectural and acoustical grid ceilings	50%	1992
ClarkDietrich	Metal framing for commercial construction	25%	2011
Serviacero	Steel processing in Mexico	50%	2007
ArtiFlex	Automotive tooling and stamping	50%	2011

MAKERS OF BETTER

*Starting in Fiscal 2022 equity earnings of WAVE & ClarkDietrich will be reported as part of Building Products and equity earnings of Serviacero will be reported as part of Steel Processing.

MEANINGFUL JV EARNINGS

Unconsolidated JVs managed to produce regular cash dividends that closely approximate earnings



Note: FY19 dividends shown above exclude \$60M received from WAVE related to a special dividend and cash proceeds from the sale of international operations. FY20 excludes \$10M received from WAVE international proceeds. FY19 Equity Earnings excludes a \$4.0M impairment for CR Steel China JV and FY20 excludes a \$4.3M impairment for CR Steel China JV and a \$23.1M gain for the sale of WAVE’s foreign assets.

WORTHINGTON'S STEEL IS IN

**50% OF
U.S. CARS**



**LARGEST PURCHASER OF FLAT
ROLL STEEL BEHIND AUTOMAKERS**

AWARDS

- FORTUNE Most Admired Companies in Metals Industry three times
- FORTUNE 100 Best Companies to Work For in America four times
- Best Place to Work in IT by Computerworld 2017-2020
- Partner-Level Supplier 2013-2020 and Supplier Hall of Fame by John Deere
- Military Friendly® Employer by VIQTORY 2016-2021
- Top Workplace by Columbus CEO from 2013-2021
- General Motors Supplier of the Year 2019 - 2020
- FCA Supplier of the Year 2020 in the category of raw materials

MANUFACTURED

**87MM
CYLINDERS &
ACCESSORIES**
(FY21) SOLD IN 90+ COUNTRIES



VALUE DRIVERS IN ACTION: INNOVATION

Focused effort has resulted in a growing pipeline of new products



CLEAN CANNABIS EXTRACTION CYLINDER

Meets need for a cleaner
alternative to carbon steel



MAX9 BUNDLE™

Holds 25% more industrial gas
than traditional bundle



FOURTIS® TYPE IV PROPANE CYLINDER

Heating & cooking indoors globally
Lightweight & fully recyclable



VALUE DRIVERS IN ACTION: INNOVATION

Focused effort has resulted in a growing pipeline of new products



ARMSTRONG VIDASHIELD

UV24 AIR PURIFICATION SYSTEM



24/7
DEFEND™
Solutions for Healthier,
Safer Spaces



VALUE DRIVERS IN ACTION: M&A

Acquired General Tools & Instruments on January 29, 2021, which complements our existing strong brands in consumer products and expands our reach in niche tools and outdoor living



✓ **Market leader for feature-rich, specialized tools – Over 1,200 products**

- Complements existing consumer brands; Expands product offering in niche tools and outdoor living
- Deepens relationships with long-term blue chip customers including big box retailers and online sales
- Proven new product development process with demonstrated agility and speed to market
- Management team with expertise in managing a global supply chain will continue to run the business
- Solid platform ripe for growth through innovation, new product development and bolt-on acquisitions

✓ **Attractive financial returns**

- \$115 million purchase price
- \$68.2 million in revenue, \$15.2 million Adjusted EBITDA (CY20)
- Financed with existing cash

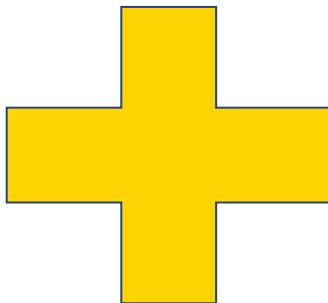
Existing Consumer Products Brands

Outdoor Living

Niche Tools

Celebrations

Water Products



Well-Established Brands

Environmental Heath & Safety

Home Repair & Remodeling

Precision Measurement & Layout

Lawn & Garden

Specific Purpose Tools

VALUE DRIVERS IN ACTION: M&A

Acquired Shiloh's U.S. BlankLight® assets on June 8, 2021, which complements our laser welding joint-venture, TWB, by adding new capabilities to support the growing demand for tailor welded blanks and light weighting technology

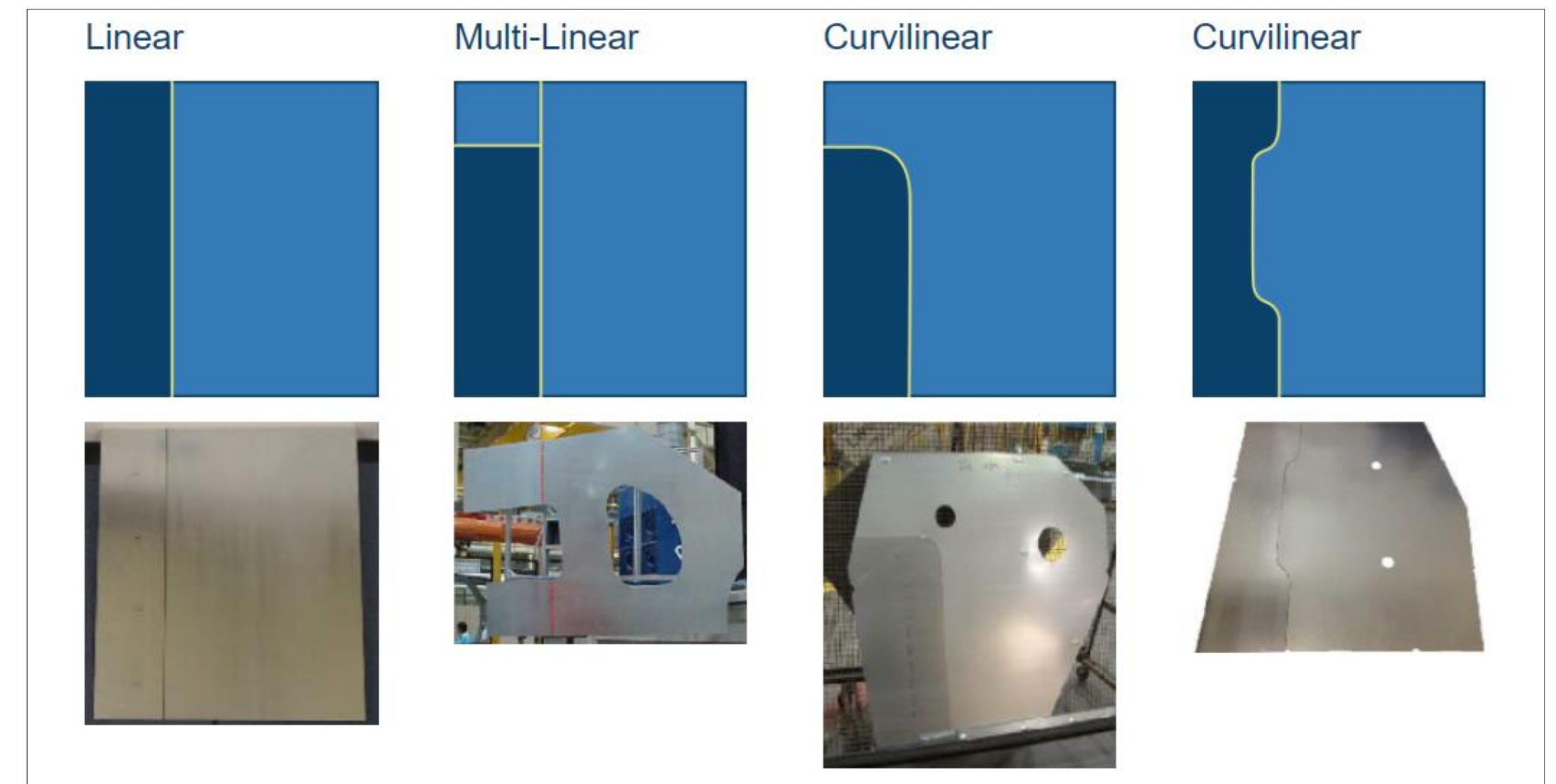


✓ BlankLight is at the forefront of aluminum tailored blanks and an industry leader in curvilinear tailored blanks

- Expands TWB's capabilities adding curvilinear and aluminum welded blanks
- Increases capacity at TWB with the addition of 3 facilities allowing for network optimization
- Adds heavy gauge blanking facility in Bowling Green, KY for steel processing expanding our geographic reach
- Broadens relationships with existing key automotive customers

✓ Attractive financial returns

- \$105 million purchase price
- \$170.5 million in revenue, \$20.5 million Adjusted EBITDA (CY20)
- Financed with existing cash



CONTACT

MARCUS A. ROGIER

TREASURER & INVESTOR RELATIONS OFFICER

614.840.4663

Marcus.Rogier@WorthingtonIndustries.com

SAFE HARBOR STATEMENT

Worthington Industries wishes to take advantage of the Safe Harbor provisions included in the Private Securities Litigation Reform Act of 1995 (the "Act"). Statements by the Company which are not historical information constitute "forward looking statements" within the meaning of the Act. All forward-looking statements are subject to risks and uncertainties which could cause actual results to differ from those projected. Factors that could cause actual results to differ materially include risks, uncertainties and impacts described from time to time in the Company's filings with the Securities and Exchange Commission, including those related to COVID-19 and the various actions taken in connection therewith, which could also heighten other risks.