

Investor Presentation

January 2025

Fiscal 2025

Third Quarter Results

Forward Looking Statement

This presentation contains forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995 relating to, among other things, the business, financial condition and results of operations of CSW Industrials, Inc. (“CSWI” or the “Company”). Any statements preceded or followed by or that include the words “believe,” “expect,” “intend,” “plan,” “should” or words, phrases or similar expressions or the negative thereof, are intended to identify forward-looking statements. These statements are made on the basis of the current beliefs, expectations and assumptions of the management of CSWI. There are a number of risks and uncertainties that could cause CSWI’s actual results to differ materially from the forward-looking statements included in this presentation. In light of these risks, uncertainties, assumptions, and other factors inherent in forward-looking statements, actual results may differ materially from those discussed in this presentation. Other unknown or unpredictable factors could also have a material adverse effect on CSWI’s actual future results, performance, or achievements and include, without limitation, the factors described from time to time in our filings with the SEC, including the risk factors described in our Annual Report on Form 10-K. As a result of the foregoing, readers are cautioned not to place undue reliance on these forward-looking statements, which speak only as of the date of this presentation. CSWI does not assume any obligation to update these forward-looking statements to reflect any new information, subsequent events or circumstances, or otherwise, except as may be required by law.

Non-GAAP Financial Information

This presentation includes non-GAAP financial measures including Adjusted Earnings Per Share, Adjusted Net Income, Adjusted Operating Income, Adjusted EBITDA and Free Cash Flows. Reconciliations to the most directly comparable GAAP measures are included in the Appendix of this presentation. These measures should be considered in addition to results prepared in accordance with GAAP, but are not a substitute for GAAP results.



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CSW Industrials, Inc. (Nasdaq: CSWI)



A diversified industrial growth company with a strategic focus on providing niche, value-added products in the end markets we serve.

Three Segments (Segment percentages reflect TTM¹ Revenue)



TTM Total Revenue: \$858.6M

Key Highlights

- 2015**
Publicly Listed on Nasdaq²
- ~\$6.7B**
Market Capitalization³
- ~\$701M**
Investment in Acquisitions
- ~45%**
TTM Gross Margin
- ~\$712M**
Liquidity⁴

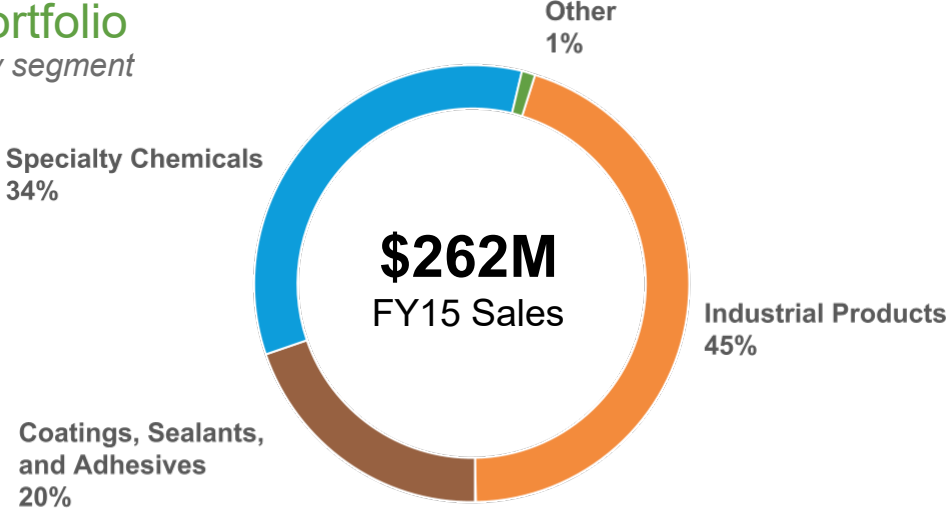
¹ Throughout the presentation, Trailing Twelve Months (TTM) are defined as the twelve months ended December 31, 2024. ² Listed publicly after spin-off from Capital Southwest Corporation (Nasdaq: CSWC). ³ As of 1/21/2025. ⁴ Reflects cash on hand of \$214M and \$499M of available capacity on the \$500M revolving credit facility as of December 31, 2024.



Continuously Evolving Our Portfolio

CSW Industrials has consistently evolved through strategic acquisitions and initiatives, resulting in a proven track record of sustained growth and margin expansion.

2015 Portfolio
Revenue by segment



~\$500M
Market cap²

\$262M
Sales

\$56M
EBITDA

21.4%
EBITDA margin

\$1.90
EPS

TTM 3Q25 portfolio¹
Revenue by segment



~\$6.7B
Market cap³

\$859M
Sales

\$224M
Adj. EBITDA

26.1%
Adj. EBITDA margin

\$8.25
Adj. EPS

Corporate Culture and Values

The Goal of Our Corporate Culture is to Maximize Performance

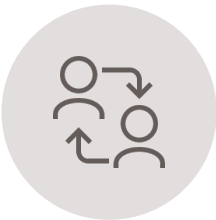
CSWI is committed to recruiting great talent, offering rewarding career destinations, and recognizing team members. Our employee-centric culture features a diverse and inclusive environment where every team member belongs, is encouraged to contribute, and is provided with options to develop and expand their skill sets. CSWI leaders embody and cultivate our Core Values.

Everything we do is accomplished with a focus on environmental stewardship, and the health and safety of our team members.

Our Core Values Provide the Framework for Our Corporate Culture



Accountability



Citizenship



Teamwork



Respect



Integrity



Stewardship



Excellence

Corporate Culture and Values

Our Commitment to Diversity, Inclusion, and Respect:

We seek to create, nurture, and sustain an inclusive and diverse environment that attracts and retains the highest caliber team members, leveraging their skills and expertise to serve our customers. We are dedicated to attracting, developing, and retaining high-quality individuals of all backgrounds, and to making CSWI a place where everyone can contribute and grow. We at CSWI believe that diversity not only inspires our internal team, but also informs customer insight and service, and we are excited to have been named to Forbes 2024 America's Most Successful Midsize Companies list and certified as a Great Place To Work.



Key Highlights:

| | | | |
|---|--|------------------------------------|--------------------------------|
| 1.2 | ~4% | 89% | 33% |
| Total Recordable Incident Rate ¹ | Insider ownership, including ESOP ² | Independent Directors on our Board | Diverse Directors on our Board |



Compelling Investment Thesis



Growth exceeding end markets served

- Total revenue CAGR of **17.8%** from FY19 through FY24¹
- Organic revenue CAGR of **10.1%** from FY19 through FY24^{1, 2}



Robust margin profile

- **43.6%** adjusted Gross Profit Margin annual average FY19 – FY24¹
- **22.7%** adjusted EBITDA Margin annual average FY19 – FY24¹



Strong financial position

- **\$500M** revolving credit facility with no borrowings outstanding, and **\$214M** cash on hand³
- **\$223.9M** TTM EBITDA, and **26.1%** EBITDA margin as a percent of revenue⁴



Experienced leadership team

- Dedicated to enhancing shareholder value
- Committed to exemplifying CSWI's culture and values

Sustainable Growth in Shareholder Value

Our demonstrated track record of growth and enhancing long-term shareholder value.



Since Inception

- **1325%** market cap growth¹
- **222%** Revenue growth²
- **271%** adjusted EBITDA growth³
- **\$218M** cash returned to shareholders through dividends and share repurchases⁴
- **1220%** total shareholder return⁵
- **\$701M** investment in acquisitions⁶
- **15.6M** shares outstanding in Sept 2015 and **16.8M** shares outstanding today

Strong Long-Term Free Cash Flow and EPS Growth

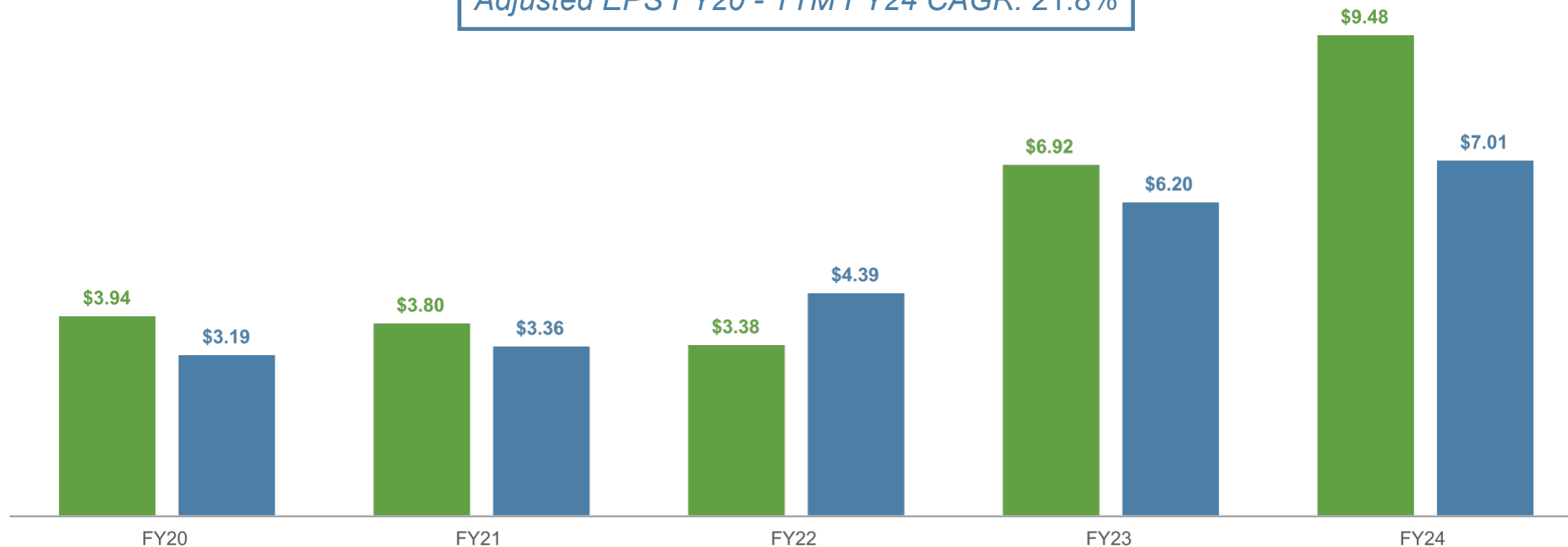
Free Cash Flow¹/ Share and Adjusted EPS (FY20 - FY24)

Legend

- Free Cash Flow¹/Share
- Adjusted EPS

FCF / Share FY20 - TTM FY24 CAGR: 24.5%

Adjusted EPS FY20 - TTM FY24 CAGR: 21.8%



Stated Capital Allocation Principles

CSW Industrials is committed to maintaining a strong balance sheet with ample liquidity through both cash and available credit to capitalize on growth opportunities, both organically and inorganically.



Capital Allocation Policy issued in November 2018 and reaffirmed in December 2022.



CSW Industrials targets a sustained leverage ratio of 1x to 3x total debt to EBITDA with the flexibility to exceed the maximum sustained leverage ratio for a limited time to support strategic investment opportunities.

Investment to support organic growth opportunities

Investment in inorganic growth opportunities

Return of excess free cash to shareholders as appropriate through opportunistic share repurchases and dividends

Allocating Capital Efficiently

Capital allocation decisions are prioritized on a risk-adjusted returns basis, with the ultimate goal of driving long-term shareholder value.

Organic Growth

- Invest in enhancing innovative, value-adding products and efficiency initiatives
- Increase global sales footprint

Inorganic Growth

- Prioritize accretive, synergistic acquisitions within current end markets
- Consider broader strategic opportunities as appropriate

Repayment of Debt

- Continue to maintain strong balance sheet for future opportunities
- No borrowings outstanding on our \$500M revolver

Return of Capital to Shareholders

- Cumulative share repurchases of \$155M and 2.0M shares since 3Q18^{2, 3}
- 24 consecutive quarters of dividends declared since first dividend in April 2019, for cumulative cash return of \$63M

TTM Capital Allocation¹

(\$ in millions)

\$313.4M

Capital Expenditures \$16.6

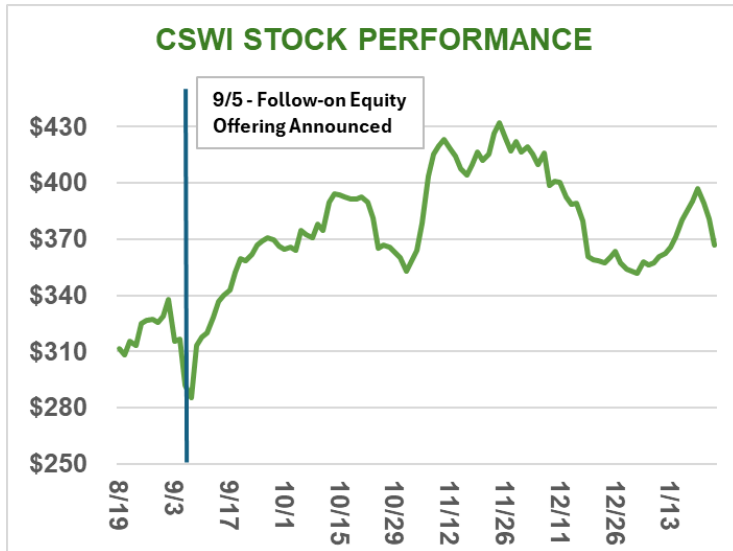
Debt Repayments \$153.0

Acquisitions \$112.0

Dividends \$13.5

Share Repurchases \$18.3

Successful Follow-On Equity Offering



- Announced follow-on equity offering on September 4, 2024, with pricing and upside on September 5, 2024
- Offered a total of 1,265,000 shares of common stock, an 8% increase to our existing share count
- Priced at \$285 per share, a 10% discount to the September 4th closing price
- Resulted in net proceeds of \$347.4M
- Strong demand of more than four times the number of shares offered
- Share price fully recovered in the following days and continued to rise



Why now?

- Stock price and market valuation were strong, amidst attractive equity market back-drop
- Paid down all outstanding debt under our Revolver and invested the remaining proceeds, which is accretive to our FY25 EPS
- Enhanced capital available for future M&A opportunities

Strategic, Disciplined Approach to M&A

As a diversified industrial growth company, our goal is to increase free cash flow through sustainable organic growth, accretive inorganic growth, and operational efficiencies.

CSW Industrials Criteria:

- Long-term growth well in excess of GDP
- Strong margin contribution in-line with existing operations, and margin resiliency through cycles
- Leverage our strategy and channels to market, including our extensive distribution network
- Execute our capital allocation strategy, investing in opportunities with the highest risk-adjusted rate of return
- Expand in current markets with product introductions and meaningful acquisitions
- Maintain strong balance sheet
- Drive enhanced returns by leveraging market knowledge, and existing systems and processes



Long Standing Track Record of Successful Acquisitions

We have a successful record of making attractive and synergistic acquisitions that support expansion of our broad portfolio of solutions.

Acquisition Metrics

- Identify and execute accretive acquisitions that will broaden and complement our portfolio of brands and products
- Focus on commercially proven products and solutions that:
 - Are attractive in our target end markets
 - Currently have limited access to distribution channels that will benefit from our market channels
- Utilize strong free cash flow or financing to fund acquisitions

Key Highlights

16

Acquisitions completed since October 2015

\$701M

Cumulative capital deployed on acquisitions

7.7x

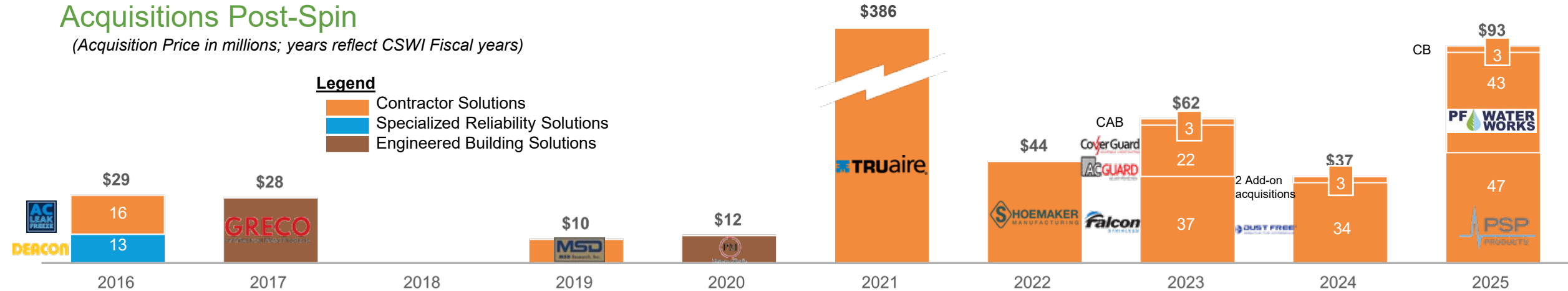
Median purchase price multiple¹

Acquisitions Post-Spin

(Acquisition Price in millions; years reflect CSWI Fiscal years)

Legend

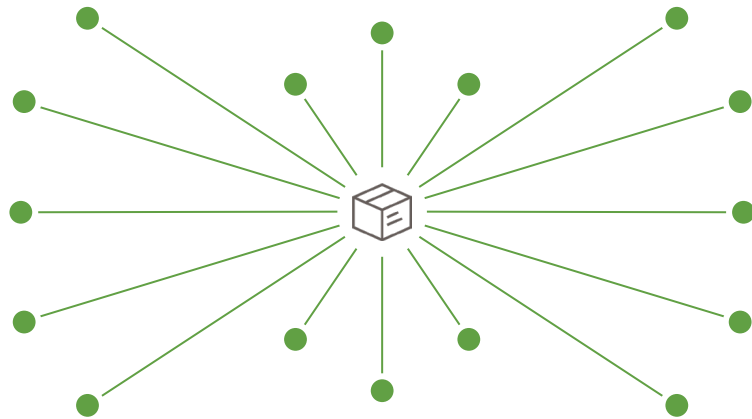
- Contractor Solutions
- Specialized Reliability Solutions
- Engineered Building Solutions



Our Distribution Channels Accelerate Growth

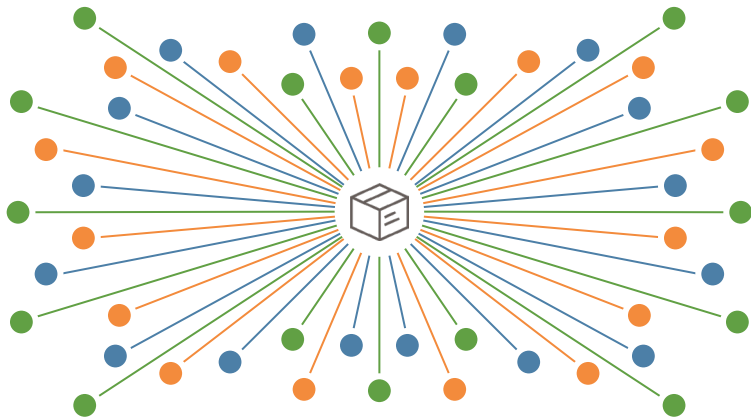
We have focused on expanding our distribution network in recent years, enhancing revenue growth from new product introductions and acquisitions.

Without CSWI: Limited Distribution



Newly designed products, while innovative & helpful for contractors, are often challenged by limited distribution

With CSWI: Broad Distribution



The Power of Our Distribution Model

CSWI sustains strong access to distributors, including through buying groups and national account relationships.

CSWI can acquire or mass distribute products, resulting in sales at a faster and more cost-effective rate due to logistics leverage, supply agreements, sales staff, credit and back-office support.

Our Guiding Objectives

At CSWI, *how we succeed matters*, and accordingly we will:

Treat Our Team Members Well

- Focus on **Safety**:
 - **Goal** is a zero-incident workplace
- Focus on **Total Rewards**:
 - **Competitive** total rewards with generous health and retirement benefits
- Focus on **Wellness**:
 - **Cigna Well-Being Award**
- **Great Place to Work Certified** for **two** years in a row

Serve Our Customers Well

- Emphasize consistent availability and timely delivery
- Continuously evaluate inventory at both the product and category levels to meet customer demand, while optimizing working capital investments
- Focus on driving market and wallet share gains

Manage Our Supply Chains Effectively

- Continuous improvement in material and freight costs
- Minimize freight delays and maximize supplier on-time delivery
- Proactively increased dual-sourcing on critical components
- Leverage internal manufacturing capacity

Position CSWI for Sustainable, Long-Term Growth and Profitability

- **Top-Line Growth: 17.8%** Revenue 5-Year CAGR¹
- **Compelling Profitability:** 26.0%, 24.8%, and 22.2% adjusted EBITDA margin 3Q25 YTD, 3Q24 YTD, and 3Q23 YTD, respectively
- **Capital Allocation Priorities: \$153M pay-down of borrowings under our Revolving Credit Facility** during the last twelve months ended December 31, 2024

Business Segment Overview



Segments Summary

Contractor Solutions

- **\$592.7M** TTM Revenue, **\$196.7M** adjusted EBITDA, and **33.2%** adjusted EBITDA margin
- Manufactures and supplies efficiency and performance enhancing products for residential and commercial HVAC/R, electrical, and plumbing applications, designed primarily for professional tradespeople



Specialized Reliability Solutions

- **\$151.5M** TTM Revenue, **\$30.5M** EBITDA, and **20.1%** EBITDA margin
- Provides long-established products for increasing the reliability, performance, and lifespan of industrial assets and solving equipment maintenance challenges



Engineered Building Solutions

- **\$122.5M** TTM Revenue, **\$23.0M** EBITDA, and **18.8%** EBITDA margin
- Provides primarily code-driven products focused on life-safety that are engineered to provide aesthetically-pleasing solutions for the construction, refurbishment and modernization of commercial, institutional, and multi-family residential buildings







Contractor Solutions Segment: Markets & Brands

Summary:

- Highly diversified product portfolio providing industry leading products in both direct-to-customer and distributor models
- Adding value by innovating new and existing products to accelerate organic growth
- Future growth focus on new product introductions through organic innovation and inorganic additions
- Strong reputation for providing high quality products to long-standing customer base

End Markets Served:

-  HVAC/R
-  Plumbing
-  Electrical
-  General Industrial

Contractor Solutions Brands:



Contractor Solutions: Products



Pipe Thread Sealant



Surge Protective Devices



Indoor Air Quality (IAQ) Products



Plumbing Products
(Retail & Distribution Channels)



Secondary
Condensate
Drain Pans



Condensate
overflow switches
and clean out devices



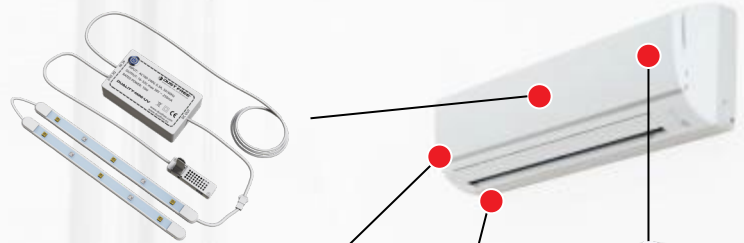
Grilles, Registers,
and Diffusers (GRD)



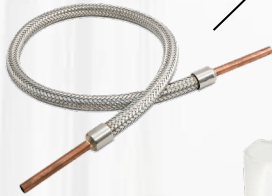
Water & Gas
Connectors

HVAC/R Mini-Split Niche Market: Products

Dust Free Duality
Germicidal UV light and VOC filter for improved IAQ



Nokink
Flexible, easy flare line connector



Safe-T-Switch
Primary drain pan overflow protection.



Coil-Cure
EPA registered coil cleaner and disinfectant.



Aspen Pumps
Univolt or Silent+. Four discrete condensate pump models. White, Aqua, Orange, Lime.



Mighty Bracket
Support tool - allows single person evaporator installation or repair



Desolv
Cleaning Kit and Aerosol protect walls and floors

Novent
Code compliant, locking caps protect against refrigerant theft and inhalation. A2L refrigerant compatible



Surge Protection
Protects equipment from electrical surges and other voltage disturbances



AC Leak Freeze with UV
Leak stop sealant, non clogging, non reactive polymer-free nano formula
A2L COMPATIBLE

Slimduct, Fortress, Cover Guard
Lineset duct and fitting systems, 7 sizes, 4 colors

Flaretite
Flare gasket against leaks for common fittings, 45° copper stamping with coating

Condenser brackets
Powdercoat and stainless

EZ Trap
Waterless in-line condensate trap

PRO-Fit Flaring & Swaging Tool Bit Kits
Create precise and fast standard 45° flare or swage

Specialized Reliability Solutions Segment: Markets & Brands

Summary:

- Our product portfolio allows us to compete and capture enhanced margins relative to larger peers
- Focus on end markets with sustainable growth trends, offering products that serve niche solutions
- Established reputation for solving equipment maintenance challenges and increasing the reliability, performance, and lifespan of industrial assets utilized in the most demanding environments and extreme conditions
- Innovating new and existing products to accelerate organic growth
- Growth focus on new product introductions through organic innovation and inorganic additions
- Two centuries of combined operations manufacturing and supplying our trusted specialty lubricants, compounds, sealants, coatings, desiccant breather filtration, and lubrication management systems

End Markets Served:



Rail Transport



Energy



Mining



General Industrial

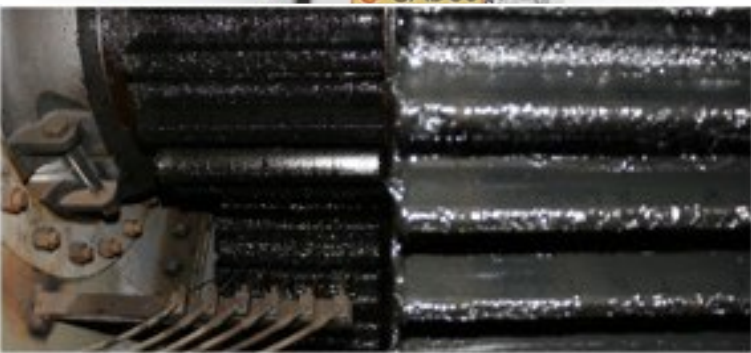
Specialized Reliability Solutions Brands:



Specialized Reliability Solutions: Products



Specialized Reliability Solutions: Shell Whitmore JV Products



Engineered Building Solutions Segment: Markets & Brands

Summary:

- Market leader in providing unique solutions to architects and contractors that meet code requirements, while adding functionality, performance, and aesthetically-pleasing designs
- Decades of experience creating products that protect lives
- Endless use cases for construction, refurbishments, and modernization of buildings
- Multiple manufacturing locations provide efficiency to meet the needs of general contractors and architects
- Continuous engineering improvement to produce best in class products
- Design, manufacture and install stainless steel and other architectural metal product railings for interior and exterior end uses

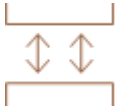
End Markets Served:



Smoke & Fire Protection



Safety Railings



Expansion Joints

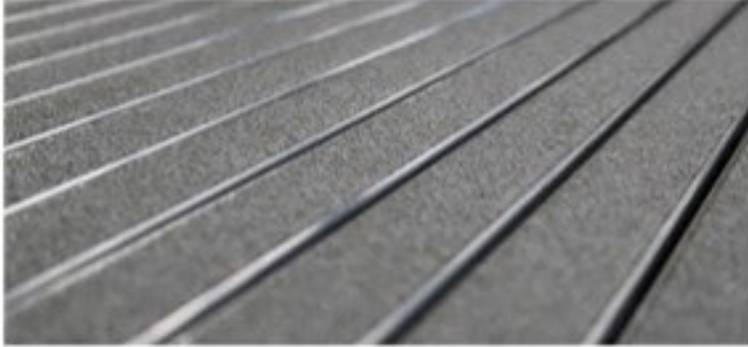


Safety Egress

Engineered Building Solutions Brands:



Engineered Building Solutions: Products



Fiscal 2025 Third Quarter Summary of Financial Results

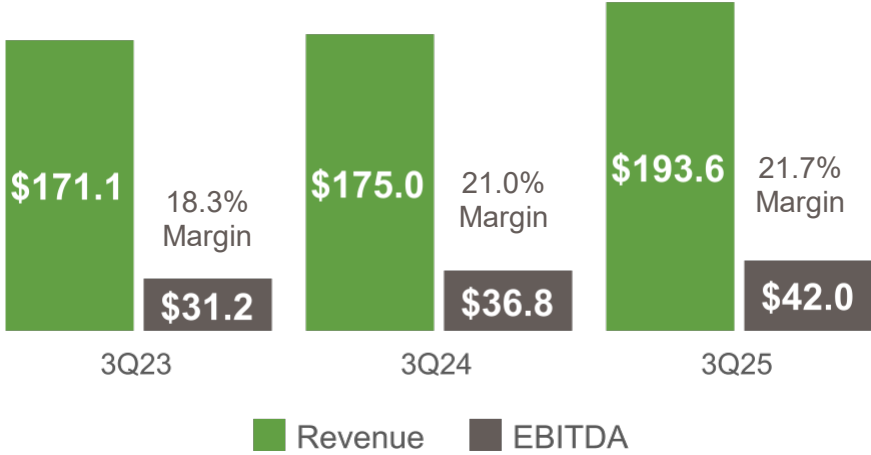
Consolidated Results: 3Q25 Summary

Consolidated Financial Highlights (3Q25 vs 3Q24):

- **Record** third quarter **revenue** of **\$193.6M**, a **11% increase**
 - **\$15.3M increase** from inorganic revenue from the Dust Free, PSP Products, and PF WaterWorks acquisitions
 - **\$3.4M increase** from organic revenue as a result of increased volumes
 - Increased revenue in the HVAC/R, plumbing, electrical, and rail transportation end markets
- **Record** third quarter adjusted **EBITDA** of **\$42.0M**, a **14% increase**
 - Adjusted EBITDA increase a result of increase in revenue from acquisitions and increased organic volumes
 - Adjusted EBITDA margin **improved 70** basis points to **22%**
- **Record** third quarter adjusted **EPS** of **\$1.48**, a **38% increase**
 - Increased adjusted EPS due to accretion from interest income versus interest expense in the prior year period, and increased performance

Summary Quarterly Consolidated Results

(\$ in millions)



3Q25 Revenue

(\$ in millions)

\$193.6M Consolidated CSWI¹



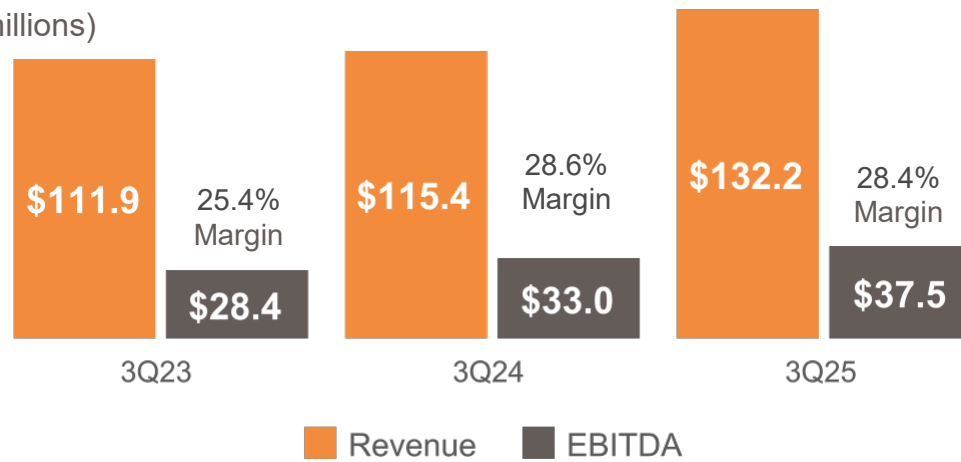
¹ Consolidated CSWI revenue includes Corporate & Other, which are not depicted above. Please see the Appendix for the breakout.



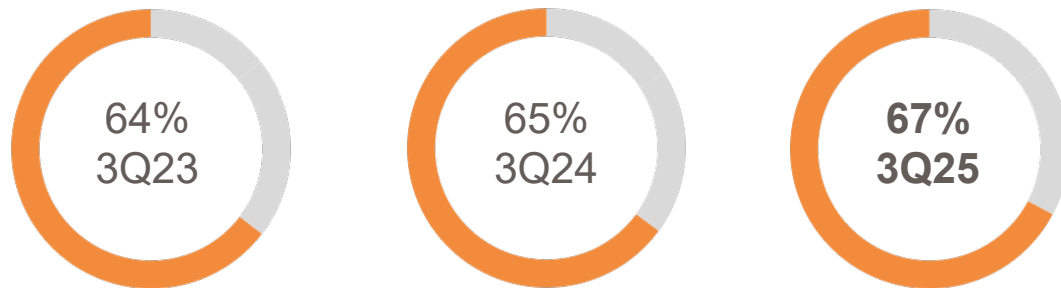
Contractor Solutions: 3Q25 Segment Summary

Summary Quarterly Segment Results

(\$ in millions)



Segment as a % of Consolidated CSWI Revenue:



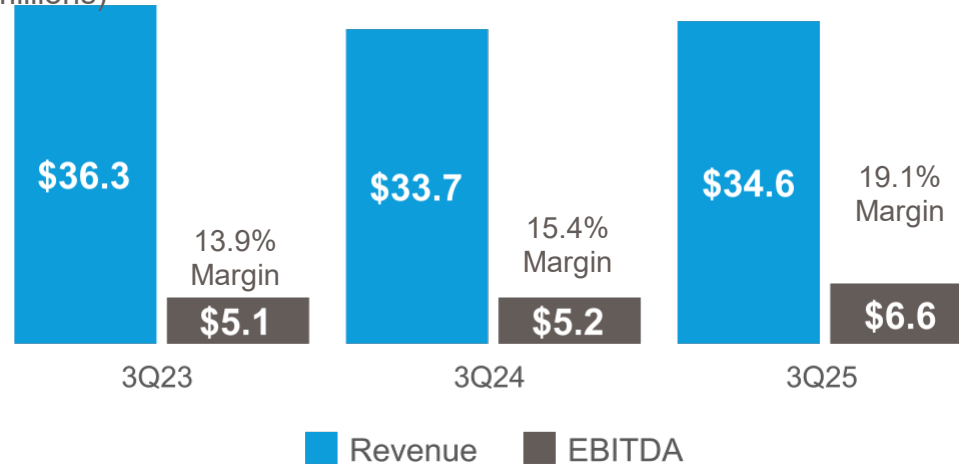
Segment Financials (3Q25 vs 3Q24):

- Segment Revenue of **\$132.2M**, a **15% increase**
 - Inorganic revenue of **\$15.3M**, due recent acquisitions
 - Organic **increase** of **\$1.4M**, due to an **increase** in unit volumes
- Segment adjusted EBITDA **increased 13%** to **\$37.5M**, but adjusted EBITDA margin **decreased 30** basis points to **28.4%**
 - Adjusted EBITDA increase driven mainly by incremental profit from revenue growth and the inclusion of recent acquisitions, partially offset by increased freight, including a freight expense alignment in the quarter
 - Adjusted EBITDA margin decrease was as result of the increased freight, partially offset by improved leverage on operating expenses
- Segment revenue expected to outgrow our end markets through new business and product introductions added to our extensive distribution network

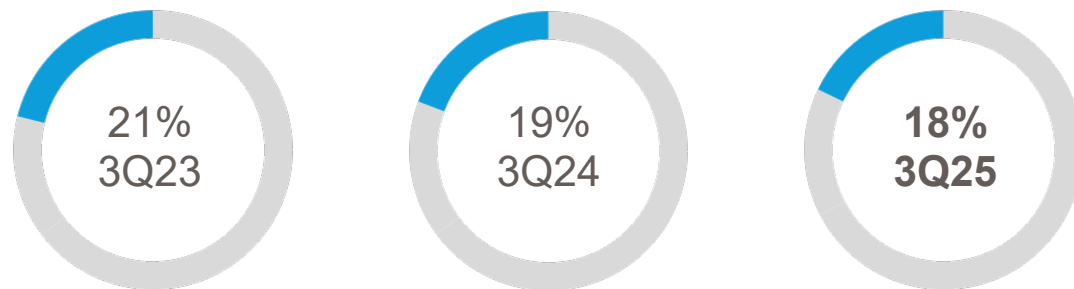
Specialized Reliability Solutions: 3Q25 Segment Summary

Summary Quarterly Segment Results

(\$ in millions)



Segment as a % of Consolidated CSWI Revenue:



Segment Financials (3Q25 vs 3Q24):

- Segment Revenue of **\$34.6M**, a **\$0.9M**, or **3% increase**
 - Primarily driven by an increase in volume
 - Revenue growth in the general industrial and rail transportation end markets
- Segment EBITDA **increased 26%** to **\$6.6M**, and EBITDA margin **increased 360** basis points
 - EBITDA margin improvement driven mainly by gross margin manufacturing efficiencies and management of operating expenses
- A growing pipeline of opportunities, our niche products, high value solutions, and new product introductions allows this segment to grow faster than the GDP.

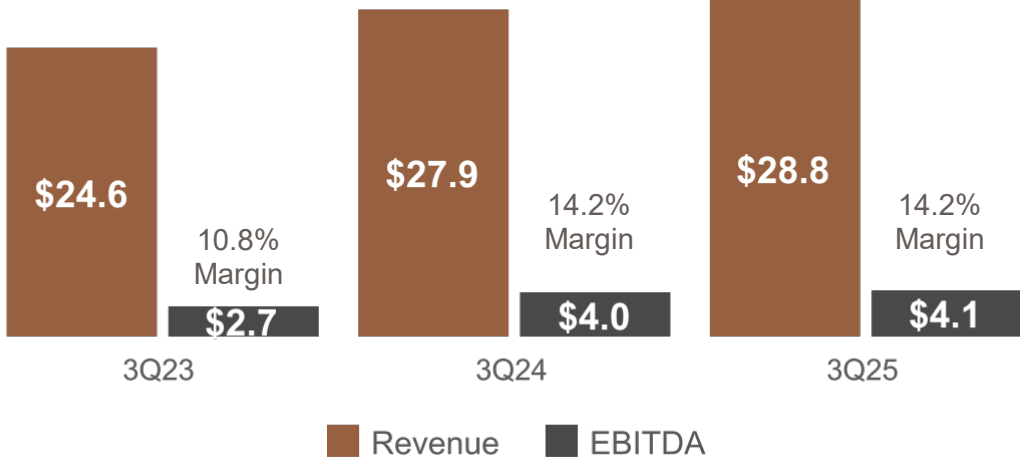
Engineered Building Solutions: 3Q25 Segment Summary

Segment Financials (3Q25 vs 3Q24):

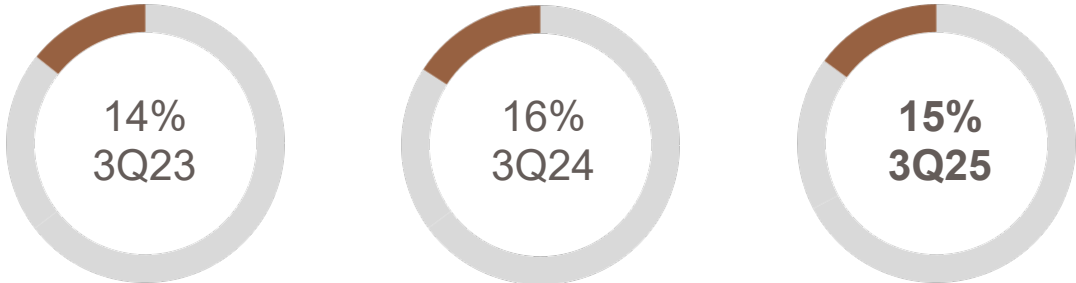
- Segment Revenue of **\$28.8M**, a **3% increase**
 - Growth driven by backlog conversion into revenue
- Segment EBITDA **increased 3%**, and EBITDA margin remained at **14.2%**
- Backlog turning into revenue as projects close out
 - Eight quarter Book to Bill ratio of 1 to 1
 - Backlog quality continues to improve with better margin products
 - Product development for future booking opportunities

Summary Quarterly Segment Results

(\$ in millions)



Segment as a % of Consolidated CSWI Revenue:



Fiscal Year-to-Date 2025 Summary of Financial Results

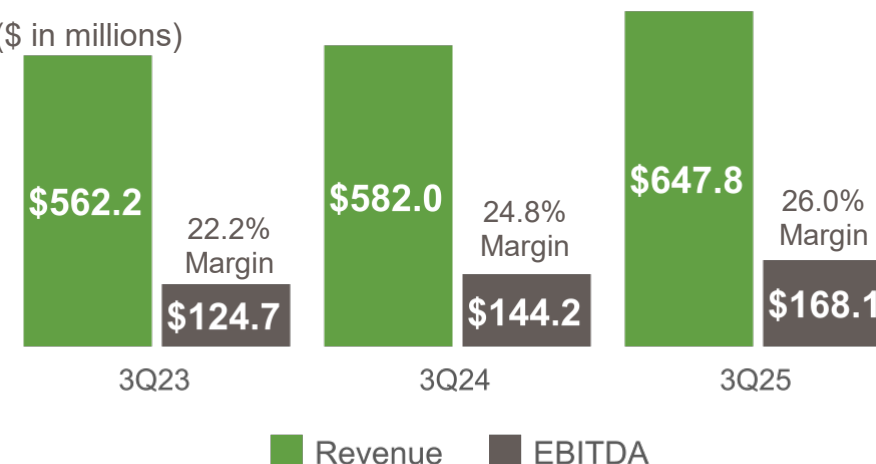
Consolidated Results: 3Q25 YTD Summary

Consolidated Financial Highlights (3Q25 YTD vs 3Q24 YTD):

- **Record 3Q YTD Revenue of \$647.8M, a 11% increase**
 - Inorganic revenue of **\$34.1M** from the recent acquisitions
 - **\$31.7M organic increase** due to unit volume growth and a slight increase from pricing actions, with each of the three segments reporting organic growth
- **Adjusted EBITDA of \$168.1M, or 17% growth**
 - Adjusted EBITDA margin **increased 120** basis points
 - Adjusted EBITDA growth due to gross profit expansion, offset some by increased operating expenses
- **Adjusted EPS of \$6.17, a 24% increase**, compared to \$4.97
- **Returned \$24.3M of cash to shareholders**, including **\$13.7M** through share repurchases and **\$10.6M** in dividends

Summary 3Q25 YTD Consolidated Results¹

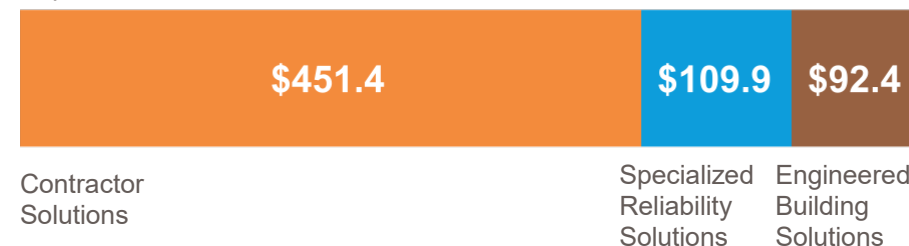
(\$ in millions)



3Q25 YTD Revenue

(\$ in millions)

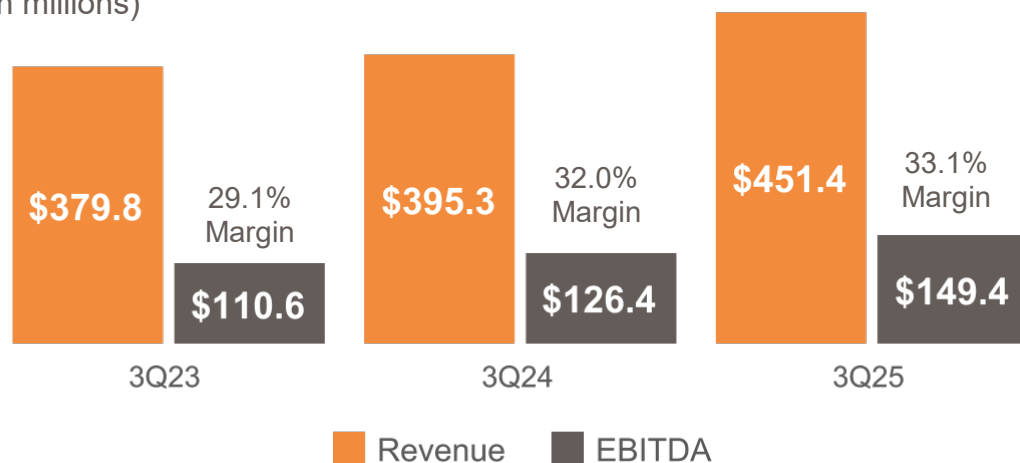
\$647.8M Consolidated CSWI¹



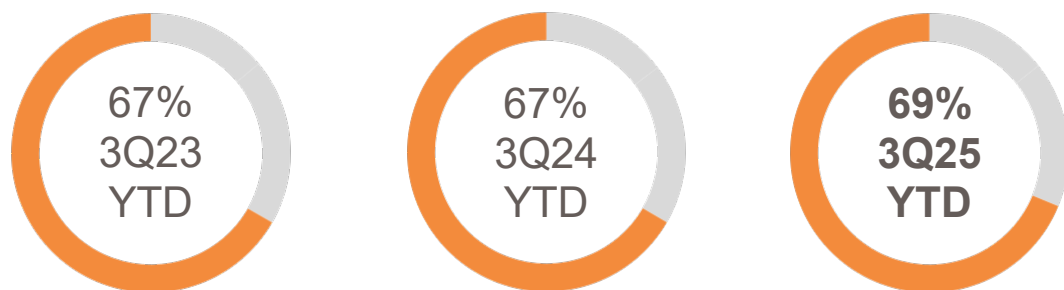
Contractor Solutions: 3Q25 YTD Segment Summary

Summary 3Q25 YTD Segment Results

(\$ in millions)



Segment as a % of Consolidated CSWI Revenue:



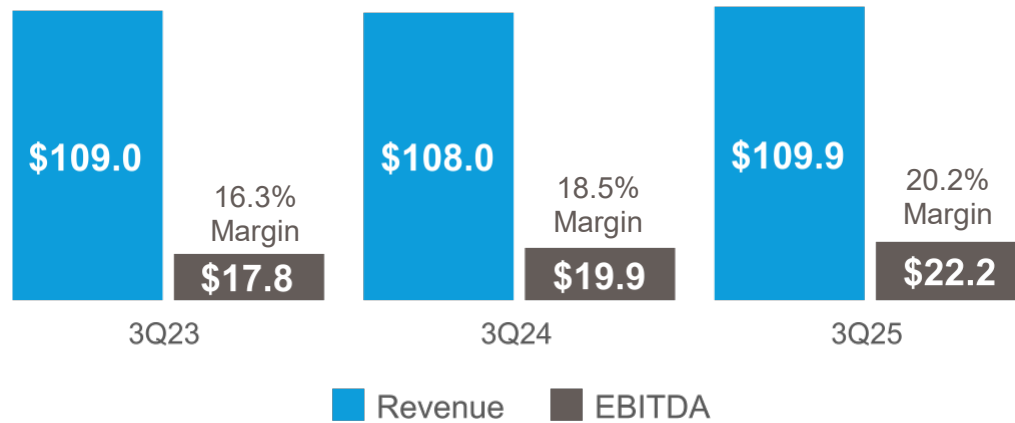
Segment Financials (3Q25 YTD vs 3Q24 YTD):

- Segment Revenue **increased 14%** to **\$451.4M**, primarily driven by:
 - Inorganic growth of **\$34.1M** from the Dust Free, PSP Products, and PF WaterWorks acquisitions
 - Organic **increase** of **\$22.1M**, driven by an increase in unit volumes and a slight increase from pricing actions
- Segment adjusted EBITDA **increased 18%** to **\$149.4M**
 - Revenue growth, volume leverage, pricing actions, and a favorable product mix more than offset increased freight, costs from the inclusion of recent acquisitions, employee compensation, and integration
 - Segment adjusted EBITDA margin **increased 110** basis points
- Contractor Solutions continues to deliver growth well above the end markets served, and we will continue our aggressive acquisition strategy for great companies

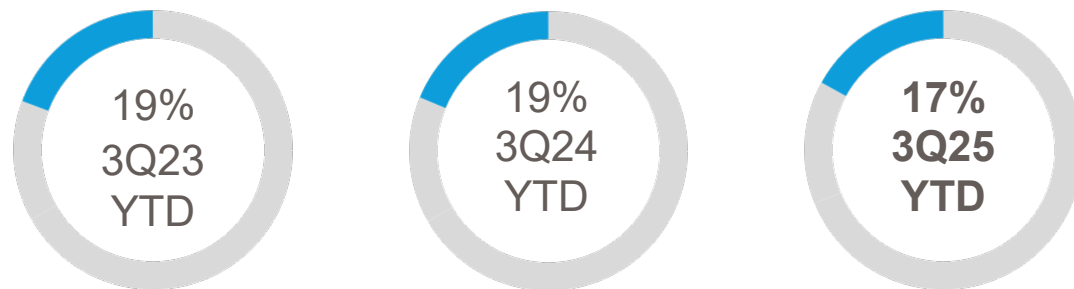
Specialized Reliability Solutions: 3Q25 YTD Segment Summary

Summary 3Q25 YTD Segment Results

(\$ in millions)



Segment as a % of Consolidated CSWI Revenue:



Segment Financials (3Q25 YTD vs 3Q24 YTD):

- Segment Revenue **increased 2%**, to **\$109.9M**, primarily driven by:
 - Increased unit volumes
 - Growth coming from the rail transportation and general industrial end markets
- Segment operating income **increased 17%** to **\$18.2M** due to revenue growth and a modest inventory adjustment
- Segment EBITDA **increased 11%** to **\$22.2M** and EBITDA margin **increased 170** basis points
 - Improved margin was primarily driven by the above mentioned inventory adjustment

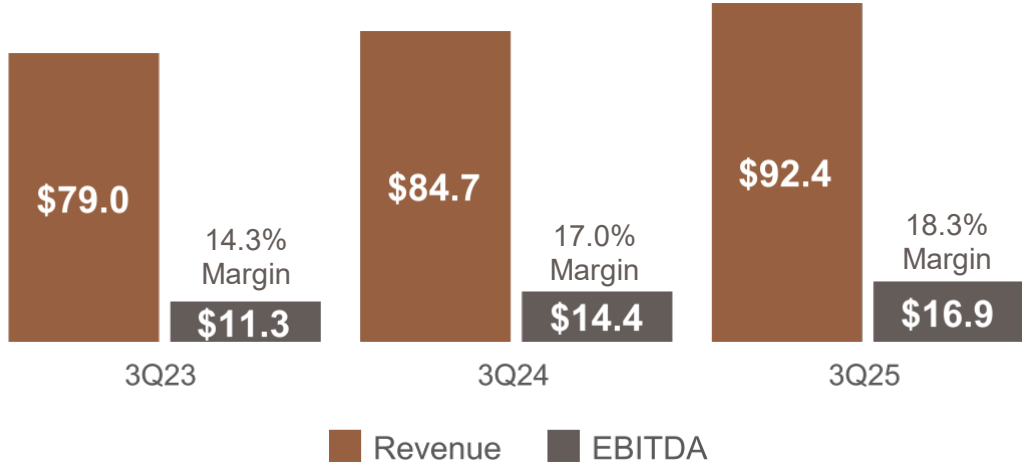
Engineered Building Solutions: 3Q25 YTD Segment Summary

Segment Financials (3Q25 YTD vs 3Q24 YTD):

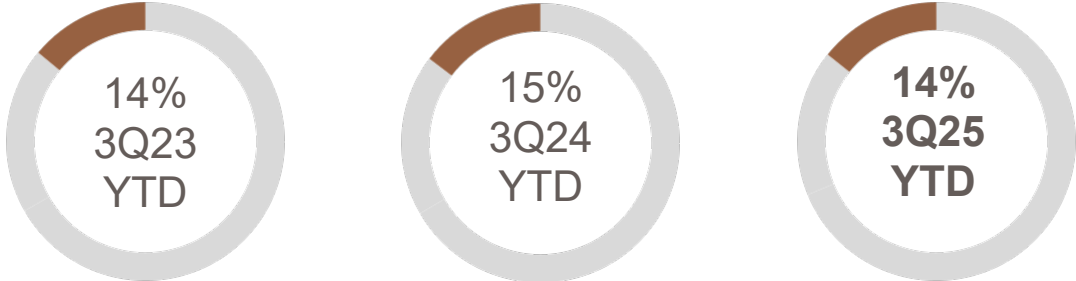
- Segment Revenue **increased 9%** to **\$92.4M**, primarily driven by:
 - Conversion of backlog into revenue, market expansion through code required products, and focused efforts on high-growth markets
- Segment EBITDA **increased 17%** to **\$16.9M**
 - Segment EBITDA margin **increased** 130 basis points over the prior year, driven by gross margin expansion due to volume leverage and management of operating expenses
- Actions provide future confidence
 - Focus on multifamily, institutional, data centers, warehouses, parking garages, and airports with high quality contractors
 - Backlog quality continues to improve with better margin products

Summary 3Q25 YTD Segment Results

(\$ in millions)



Segment as a % of Consolidated CSWI Revenue:



Appendix

CSWI Executive Team

Veteran leadership with broad industry experience, dedicated to enhancing shareholder value.



Joseph B. Armes
Chairman, CEO
and President

Joe has served as the Company's Chairman of the Board of Directors & CEO since September 2015, & President since February 2018. Prior to the Company's September 2015 spin-off from Capital Southwest Corporation, a capital provider to middle market companies, Mr. Armes served as the Chairman, CEO & President of Capital Southwest Corporation from June 2013 to September 2015.



James E. Perry
Executive VP and CFO

James has been EVP and CFO since May 2020. From 2004 to 2019, he served in financial roles with Trinity Industries, a publicly held, diversified industrial company, and served as its CFO from 2010 to 2019. From 2001 to 2004, Mr. Perry was a senior financial executive at RMH Teleservices, including serving as CFO. He previously held positions at JP Morgan Chase & Co. and Ernst & Young LLP.



Donal J. Sullivan
Executive VP and
Chief Strategy Officer

Donal has served as EVP & Chief Strategy Officer since April 2024, and previously served as EVP & General Manager, Contractor Solutions since May 2020. Prior to that Mr. Sullivan served as SVP, Industrial Products since January 2016, and was appointed as an executive officer of the Company in March 2019. He has previously held roles at Goldman Global and Carrier Corporation.



Luke E. Alverson
Senior VP, General
Counsel and Secretary

Luke has served as SVP, General Counsel & Secretary since February 2016. From May 2008 to February 2016, Mr. Alverson held roles of increasing responsibility with Flowserve Corporation, a leading global manufacturer of fluid motion control products and provider of related services, serving most recently as VP, Corporate Legal Services & Assistant Secretary.



Danielle R. Garde
Senior VP and
Chief People Officer

Danielle has served as SVP and Chief People Officer since October 2022. From June 2020 to September 2022, she was the Chief Human Resources Officer at PlayPower, Inc., a privately-held producer of recreation equipment. From March 2014 to February 2020, Ms. Garde held roles of increasing responsibility with KidKraft Inc., a privately-held producer of children's toys and furniture, last serving as VP, Human Resources.



Jeff A. Underwood
Senior VP and GM,
Contractor Solutions

Jeff has served as SVP & General Manager, Contractor Solutions since April 2024, and previously served as SVP, Sales & Marketing for the Company's RectorSeal operating subsidiary within the Contractor Solutions segment since May 2021. Mr. Underwood joined the Company in September 2018 as VP of Sales for RectorSeal. He previously held roles at Goodman Manufacturing and Bain & Company.

Reconciliation of Fiscal Third Quarter Segment Operating Income to Segment Adjusted EBITDA

| (Amounts in thousands) | (unaudited) | | | | | (unaudited) | | | | | (unaudited) | | | | |
|--|--------------------------------------|-----------------|-----------------|-------------------|-----------------|--------------------------------------|-----------------|-----------------|-------------------|-----------------|--------------------------------------|-----------------|-----------------|-------------------|-----------------|
| | Three months ended December 31, 2024 | | | | | Three months ended December 31, 2023 | | | | | Three months ended December 31, 2022 | | | | |
| | CS | SRS | EBS | Other | CSWI | CS | SRS | EBS | Other | CSWI | CS | SRS | EBS | Other | CSWI |
| Revenue, net | \$132,150 | \$34,566 | \$28,821 | \$ (1,889) | \$193,649 | \$115,412 | \$33,711 | \$27,861 | \$ (2,017) | \$174,967 | \$111,906 | \$36,334 | \$24,619 | \$ (1,767) | \$171,093 |
| Operating Income | \$26,756 | \$ 5,238 | \$ 3,645 | \$ (6,045) | \$29,595 | \$25,751 | \$ 3,740 | \$ 3,537 | \$ (5,447) | \$27,581 | \$21,829 | \$ 3,921 | \$ 2,257 | \$ (4,896) | \$23,112 |
| % Revenue | 20.2 % | 15.2 % | 12.6 % | | 15.3 % | 22.3 % | 11.1 % | 12.7 % | | 15.8 % | 19.5 % | 10.8 % | 9.2 % | | 13.5 % |
| Adjusting Items: | | | | | | | | | | | | | | | |
| Other Income (Expense) | (188) | (17) | 38 | (131) | (298) | (8,433) | (9) | (8) | 21 | (8,428) | (308) | (324) | (31) | (74) | (738) |
| Depreciation & amortization | 9,179 | 1,366 | 420 | 48 | 11,012 | 7,178 | 1,477 | 437 | 42 | 9,134 | 6,906 | 1,464 | 433 | 50 | 8,853 |
| Reversal of Indemnification Receivable | 858 | — | — | — | 858 | 8,519 | — | — | — | 8,519 | — | — | — | — | — |
| Acquisition Broker Fee | 860 | — | — | — | 860 | — | — | — | — | — | — | — | — | — | — |
| Adjusted EBITDA | \$37,466 | \$ 6,587 | \$ 4,102 | \$ (6,128) | \$42,027 | \$33,015 | \$ 5,208 | \$ 3,966 | \$ (5,383) | \$36,805 | \$28,427 | \$ 5,061 | \$ 2,659 | \$ (4,919) | \$31,227 |
| % Revenue | 28.4 % | 19.1 % | 14.2 % | | 21.7 % | 28.6 % | 15.4 % | 14.2 % | | 21.0 % | 25.4 % | 13.9 % | 10.8 % | | 18.3 % |

Reconciliation of 3Q YTD Segment Operating Income to Segment EBITDA

| (Amounts in thousands) | (unaudited) | | | | | (unaudited) | | | | | (unaudited) | | | | |
|--|-------------------------------------|-----------------|-----------------|--------------------|------------------|-------------------------------------|-----------------|-----------------|--------------------|------------------|-------------------------------------|-----------------|-----------------|--------------------|------------------|
| | Nine Months ended December 31, 2024 | | | | | Nine Months ended December 31, 2023 | | | | | Nine Months ended December 31, 2022 | | | | |
| | CS | SRS | EBS | Other | CSWI | CS | SRS | EBS | Other | CSWI | CS | SRS | EBS | Other | CSWI |
| Revenue, net | \$451,403 | \$109,893 | \$92,387 | \$ (5,930) | \$647,754 | \$395,268 | \$108,037 | \$84,660 | \$ (5,984) | \$581,980 | \$379,831 | \$108,958 | \$78,978 | \$ (5,549) | \$562,219 |
| Operating Income | \$122,894 | \$18,208 | \$15,451 | \$ (20,348) | \$136,204 | \$104,443 | \$15,534 | \$13,029 | \$ (18,227) | \$114,780 | \$90,416 | \$13,658 | \$10,172 | \$ (14,945) | \$99,302 |
| % Revenue | 27.2 % | 16.6 % | 16.7 % | | 21.0 % | 26.4 % | 14.4 % | 15.4 % | | 19.7 % | 23.8 % | 12.5 % | 12.9 % | | 17.7 % |
| Adjusting Items: | | | | | | | | | | | | | | | |
| Other Income (Expense) | (335) | (200) | 18 | (200) | (716) | (7,686) | (100) | 2 | 1,595 | (6,188) | 243 | (375) | (190) | (207) | (528) |
| Depreciation & amortization | 25,164 | 4,198 | 1,399 | 135 | 30,896 | 21,118 | 4,512 | 1,332 | 132 | 27,094 | 19,895 | 4,519 | 1,343 | 149 | 25,905 |
| Reversal of tax indemnification receivable | 858 | — | — | — | 858 | 8,519 | — | — | — | 8,519 | — | — | — | — | — |
| Acquisition Broker Fee | 860 | — | — | — | 860 | — | — | — | — | — | — | — | — | — | — |
| Adjusted EBITDA | \$149,442 | \$22,206 | \$16,868 | \$ (20,413) | \$168,102 | \$126,394 | \$19,947 | \$14,363 | \$ (16,500) | \$144,205 | \$110,554 | \$17,802 | \$11,326 | \$ (15,003) | \$124,679 |
| % Revenue | 33.1 % | 20.2 % | 18.3 % | | 26.0 % | 32.0 % | 18.5 % | 17.0 % | | 24.8 % | 29.1 % | 16.3 % | 14.3 % | | 22.2 % |

Reconciliation of TTM Segment Operating Income to Adjusted Segment EBITDA

(unaudited)

| (Amounts in thousands) | Trailing Twelve Months Ended December 31, 2024 | | | | |
|--|--|-------------------|-------------------|--------------------|-------------------|
| | CS | SRS | EBS | Other | CSWI |
| Revenue, net | \$ 592,747 | \$ 151,478 | \$ 122,468 | \$ (8,082) | \$ 858,611 |
| Operating Income | \$ 160,488 | \$ 24,940 | \$ 21,126 | \$ (26,011) | \$ 180,542 |
| % Revenue | 27.1 % | 16.5 % | 17.3 % | | 21.0 % |
| Adjusting Items: | | | | | |
| Other income (expense), net | 224 | (245) | 17 | (440) | (443) |
| Depreciation & amortization | 34,278 | 5,760 | 1,877 | 176 | 42,091 |
| Reversal of tax indemnification receivable | 858 | — | — | — | 858 |
| Broker acquisition fee | 860 | — | — | — | 860 |
| Adjusted EBITDA | \$ 196,708 | \$ 30,455 | \$ 23,020 | \$ (26,274) | \$ 223,909 |
| % Revenue | 33.2 % | 20.1 % | 18.8 % | | 26.1 % |

Reconciliation of Fiscal Year Company Net Income to Adjusted EBITDA

| (Amounts in thousands) | Year Ended 3/31/2024 | Year Ended 3/31/2023 | Year Ended 3/31/2022 | Year Ended 3/31/2021 | Year Ended 3/31/2020 | Year Ended 3/31/2019 | Year Ended 3/31/2015 |
|--|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| Net Income attributable to CSWI | 101,648 | 96,435 | 66,385 | 40,099 | 44,656 | 46,051 | 29,705 |
| Plus: Income attributable to Redeemable Noncontrolling Interest | 891 | 139 | 934 | — | — | — | — |
| Net Income | 102,539 | 96,574 | 67,319 | 40,099 | 44,656 | 46,051 | 29,705 |
| Adjusting Items: | | | | | | | |
| Interest Expense | 12,723 | 13,197 | 5,449 | 2,383 | 1,331 | 1,442 | 611 |
| Income Tax Expense | 37,942 | 29,338 | 24,146 | 10,769 | 12,732 | 15,389 | 15,223 |
| Depreciation & Amortization | 38,289 | 34,958 | 36,408 | 22,718 | 15,587 | 13,670 | 10,515 |
| Transaction Costs & Other Professional Fees | — | — | — | 10,360 | 200 | — | — |
| Reversal of Indemnification Receivable | 8,519 | — | — | 5,000 | — | — | — |
| Pension Termination | — | — | — | — | 6,488 | — | — |
| Gain on Sale of Property | — | — | — | — | (776) | (2,047) | — |
| Adjusted EBITDA | 200,011 | 174,067 | 133,323 | 91,329 | 80,217 | 74,506 | 56,054 |
| % Revenue | 25.2 % | 23.0 % | 21.3 % | 21.8 % | 20.8 % | 21.3 % | 21.4 % |

Reconciliation of Fiscal Year Company Gross Profit to Adjusted Gross Profit

| (Amounts in thousands) | Year Ended 3/31/2024 | Year Ended 3/31/2023 | Year Ended 3/31/2022 | Year Ended 3/31/2021 | Year Ended 3/31/2020 | Year Ended 3/31/2019 |
|------------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| Revenue, net | 792,840 | 757,904 | 626,435 | 419,205 | 385,871 | 350,155 |
| Cost of Revenue | 442,095 | 439,690 | 370,473 | 234,655 | 209,034 | 188,787 |
| Gross Profit | 350,745 | 318,214 | 255,962 | 184,551 | 176,837 | 161,368 |
| Adjusting Items: | | | | | | |
| Purchase Accounting Effect | — | — | 3,919 | 2,963 | — | — |
| Gain on Sale of Property | — | — | — | — | (776) | (2,047) |
| Adjusted Gross Profit | 350,745 | 318,214 | 259,881 | 187,514 | 176,061 | 159,321 |
| % Revenue | 44.2 % | 42.0 % | 41.5 % | 44.7 % | 45.6 % | 45.5 % |

Reconciliation of Fiscal Year Company Operating Cash Flow to Free Cash Flow/Share

| (Amounts in thousands) | Year Ended 3/31/2024 | Year Ended 3/31/2023 | Year Ended 3/31/2022 | Year Ended 3/31/2021 | Year Ended 3/31/2020 |
|---|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| Net Cash Provided by Operating Activities | 164,332 | 121,453 | 69,089 | 66,254 | 71,397 |
| Less: Capital Expenditures | (16,575) | (13,951) | (15,653) | (8,833) | (11,437) |
| Free Cash Flows | 147,757 | 107,502 | 53,436 | 57,421 | 59,960 |
| Diluted Shares | 15,581 | 15,546 | 15,807 | 15,126 | 15,206 |
| Free Cash Flow/Share | 9.48 | 6.92 | 3.38 | 3.80 | 3.94 |
| FCF/Adjusted EBITDA | 73.9 % | 61.8 % | 40.1 % | 62.9 % | 74.7 % |

Reconciliation of Fiscal Year Company EPS to Adjusted EPS

| (Amounts in thousands) | Year Ended 3/31/2024 | Year Ended 3/31/2023 | Year Ended 3/31/2022 | Year Ended 3/31/2021 | Year Ended 3/31/2020 |
|---|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| Net Income attributable to CSWI | 101,648 | 96,435 | 66,385 | 40,099 | 44,656 |
| Diluted Shares | 15,581 | 15,546 | 15,807 | 15,126 | 15,206 |
| GAAP EPS | 6.52 | 6.20 | 4.20 | 2.65 | 2.94 |
| Adjusting Items: | | | | | |
| Transaction Costs & Other Professional Fees | — | — | — | 0.58 | 0.01 |
| Reversal of Indemnification Receivable | 0.49 | — | — | (0.02) | — |
| Purchase Accounting Effect | — | — | 0.19 | 0.15 | — |
| Pension Termination | — | — | — | — | 0.32 |
| Gain on Sale of Property | — | — | — | — | (0.04) |
| Other Misc. Items | — | — | — | — | (0.04) |
| Adjusted EPS | 7.01 | 6.20 | 4.39 | 3.36 | 3.19 |



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