

May 2022

Investor Presentation

Fiscal 2022 4th Quarter and
Full Year 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 and Adjusted Operating Income. 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 (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 ~\$626.4MM

Key Highlights

2015

Publicly Listed on Nasdaq²

~\$1.7B

Market Capitalization³

~\$430MM

Acquisition Capital Invested from December 2021

~21.3%

TTM Adjusted EBITDA⁴ Margin

\$174MM

Liquidity⁵

Compelling Investment Thesis



Sustained multi-year revenue growth



Robust margin profile



Strong balance sheet and financial results



Experienced leadership team



Driving long-term shareholder value

Consistently demonstrating growth in excess of end markets served

- Total revenue CAGR of **13.9%** from FY17 through FY22¹
- Organic revenue CAGR of **8.2%** from FY17 through FY22¹

Robust margin profile provided by niche products, applications, and solutions

- **44.3%** adjusted gross profit margin annual average FY17 – FY22¹
- **20.3%** adjusted EBITDA margin annual average FY17 – FY22¹

Strong financial position supports incremental organic and inorganic growth

- ~1.7x leverage, ~\$157MM available on our \$400MM revolving credit facility²
- \$133.3MM TTM adjusted EBITDA, and 21.3% adjusted EBITDA margin as a percent of revenue³

Demonstrated track record of leading public companies

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

Disciplined and strategic capital allocation policy enhances shareholder value

- ~\$508MM cumulative investment with 7 acquisitions completed FY16 through FY22
- ~\$124MM cash returned to shareholders since 3Q18, in the form of dividends and share repurchases⁴
- ~250% total shareholder return, compared to ~80% for the Russell 2000⁵

Our Guiding Objectives

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

Treat Our Employees Well

- Meaningful, continued safety improvements
 - Calendar 2020 **TRIR**¹ of **3.2**
 - Calendar 2021 **TRIR**¹ of **1.3**
 - **TTM TRIR**¹ of **1.2**
 - **Goal** is a zero-incident workplace
- Demonstrated commitment to employee training, development, and well-being
 - 8,400 annual hours of training and professional development

Serve Our Customers Well

- Maintain incremental inventory for high demand products and specific raw materials
- Focus on driving market and wallet share gains with expanded product offerings
 - **TRUaire and Shoemaker acquisitions provide GRD, a new HVAC category of products**
 - **Whitmore JV expands rail and mining product offerings, increase Whitmore facility utilization**

Manage Our Supply Chains Effectively

- Utilize balance sheet strength to strategically anticipate supply chain disruptions and raw material dislocations
- Acknowledge and proactively respond to cost increases for specific raw materials and logistics impacting the industry
- Leverage own manufacturing capacity

Position CSWI for Sustainable, Long-Term Growth and Profitability

- **Top-Line Growth: 27.4%** revenue CAGR from FY20 to FY22²
- **Compelling Profitability: 21.3%, 21.8%, and 20.9%** Adjusted EBITDA margin³ FY22, FY21, and FY20, respectively
- **Capital Allocation Priorities: risk-adjusted returns analysis** continuously evaluating next inorganic opportunity, while investing organic capital

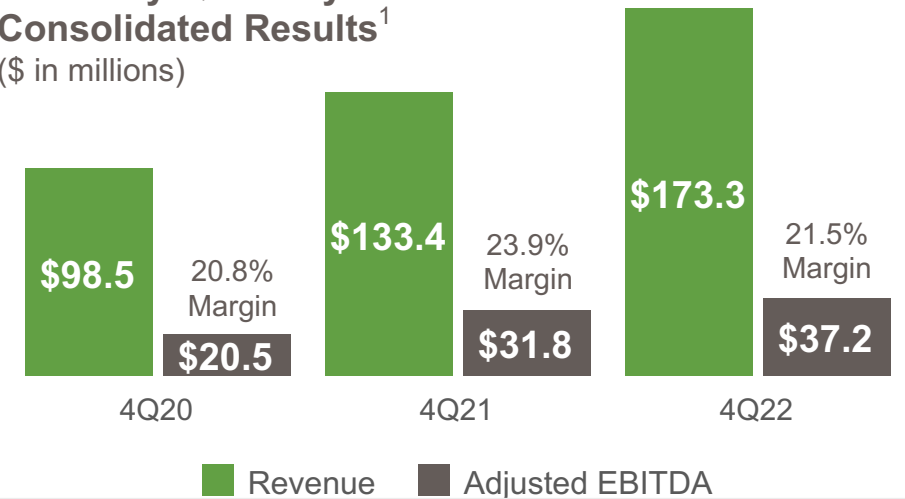
Fiscal 2022 4th Quarter Summary of Financial Results

Consolidated Results: 4Q22 Summary

Consolidated Financial Highlights (4Q22 vs 4Q21):

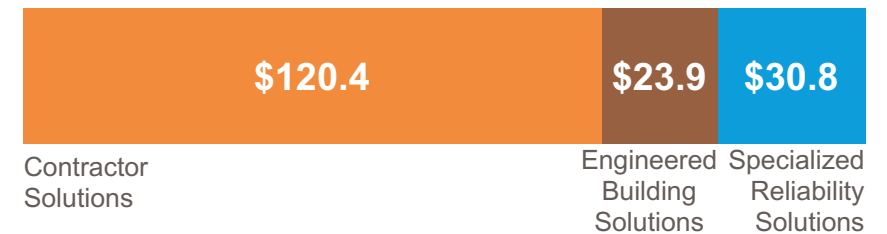
- Record quarterly revenue of \$173.3MM, **29.9% increase**
 - \$32.0MM organic growth, representing 80% of total revenue growth, from price actions and increased volumes
 - \$97.2MM of sales into the HVAC end market
 - \$7.9MM inorganic contribution from Shoemaker acquisition
- GAAP net income attributable to CSWI of \$18.4 million, compared to \$14.6 million, as adjusted for prior year
 - GAAP earnings per share (EPS) of \$1.17, compared to \$0.66 or \$0.93 as adjusted
- Adjusted EBITDA of \$37.2MM, **16.8% growth**, and 21.5% margin

Summary Quarterly Consolidated Results¹ (\$ in millions)



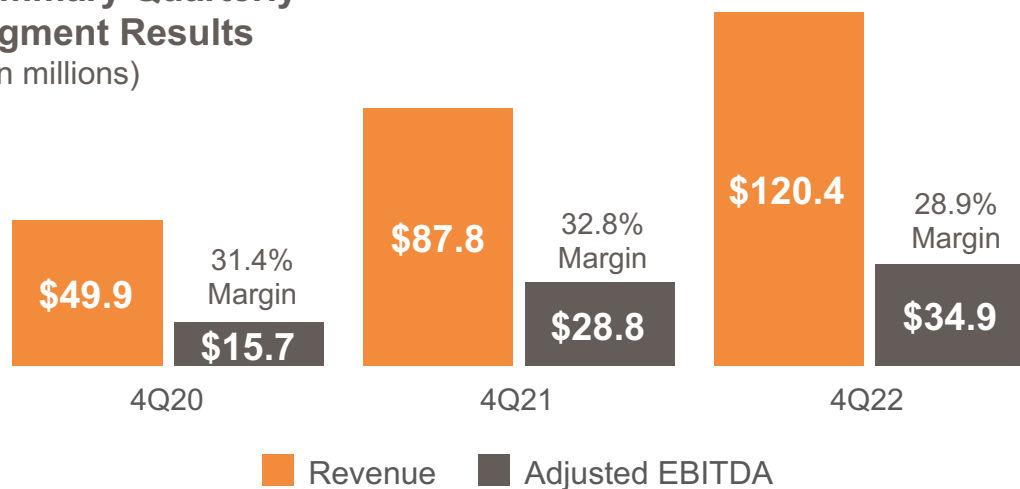
4Q22 Revenue (\$ in millions)

\$173.3 Consolidated CSWI²

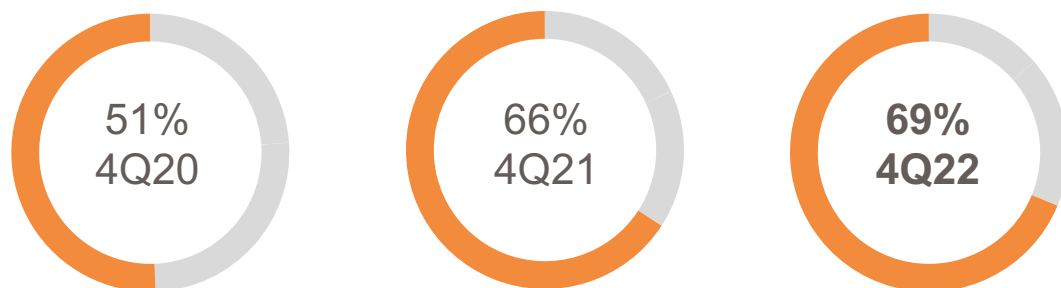


Contractor Solutions: 4Q22 Segment Summary

Summary Quarterly Segment Results (\$ in millions)



Segment as a % of Consolidated CSWI Revenue:



Segment Financials (4Q22 vs 4Q21):

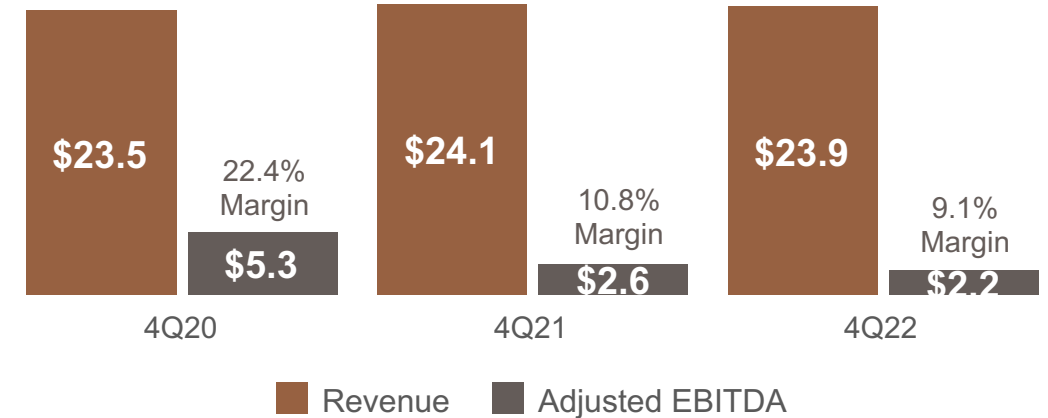
- Segment Revenue **increased 37.1%** to **\$120.4MM**
 - Inorganic growth of \$7.9MM from the Shoemaker acquisition
 - Organic growth of \$24.7MM, due to increased volumes in HVAC/R, plumbing and architecturally-specified building products end markets, and multiple pricing initiatives
- Segment Adjusted EBITDA increased **21.1%** due to strong revenue growth
- Segment EBITDA margin was **28.9%**
 - No adjustments were made in the current period
 - Incremental expenses outpaced revenue growth, including
 - Increased material and freight costs
 - Inclusion of Shoemaker's operations
 - Higher sales commissions due to increased sales

Engineered Building Solutions: 4Q22 Segment Summary

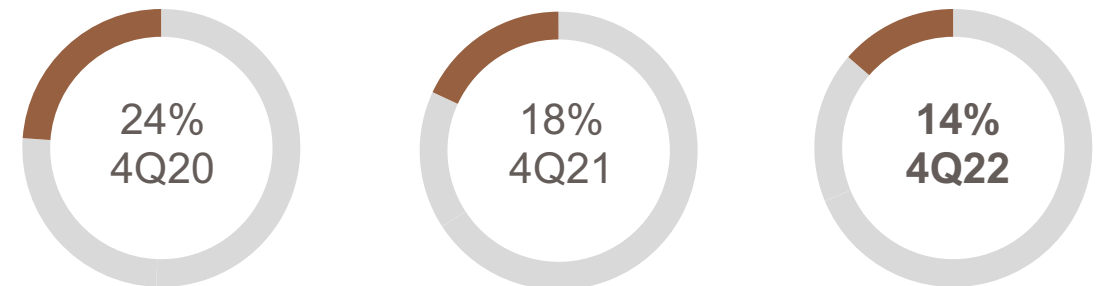
Segment Financials (4Q22 vs 4Q21):

- Segment Revenue of **\$23.9MM**
 - Modest decline as prior period demand softness in mixed-use construction outpaced strength in other categories of the architecturally-specified building products end market
- Segment adjusted EBITDA and margin decreased modestly
 - Shift in sales to shorter-cycle, lower margin projects
- Intentional focus on backlog diversification stabilizing top line revenue
 - Market share growth, geographic diversification expansion, and new product development
 - Trailing 8-quarter high backlog in 4Q22
 - Bookings and backlog have fully recovered from pandemic-driven demand degradation, and have returned to 4Q20 levels

Summary Quarterly Segment Results (\$ in millions)

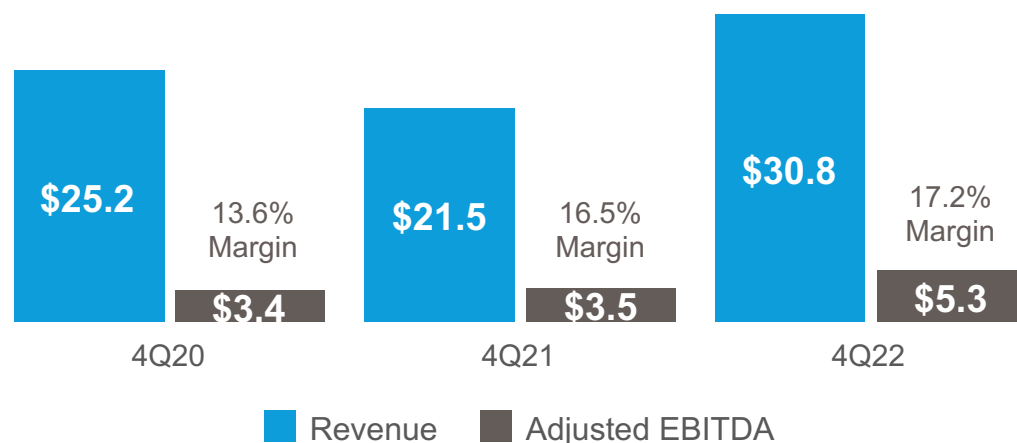


Segment as a % of Consolidated CSWI Revenue:

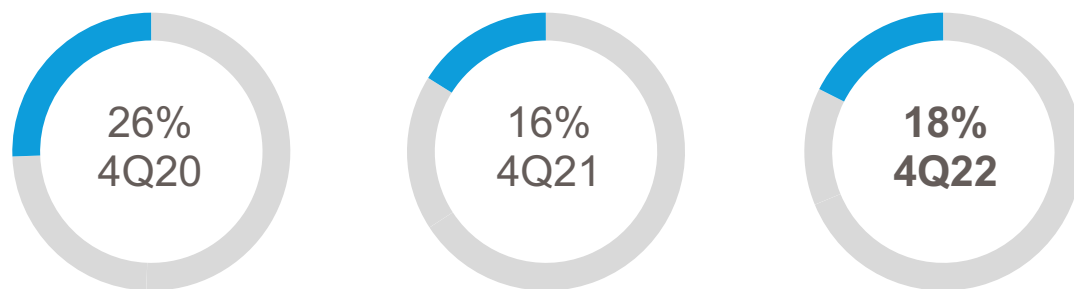


Specialized Reliability Solutions: 4Q22 Segment Summary

Summary Quarterly Segment Results (\$ in millions)



Segment as a % of Consolidated CSWI Revenue:



Segment Financials (4Q22 vs 4Q21):

- Segment Revenue increased **43.2% (all organic)**, to \$30.8MM, primarily driven by:
 - Demand recovery in the energy, mining, rail and general industrial end markets
 - Multiple price increases to mitigate cost inflation
 - Inclusion of the newly formed Whitmore Shell JV
- Segment EBITDA and margin increased
 - Sales volume growth into energy, general industrial, and rail end markets
 - Multiple pricing initiatives during the fiscal year
- Expect ongoing improved profitability due to
 - Continued end-market demand improvement, accelerating growth of the JV, and cumulative pricing action benefits
- Segment revenue **increased \$5.6MM, or 22.1%**, over 4Q20

Fiscal 2022 Full Year Summary of Financial Results

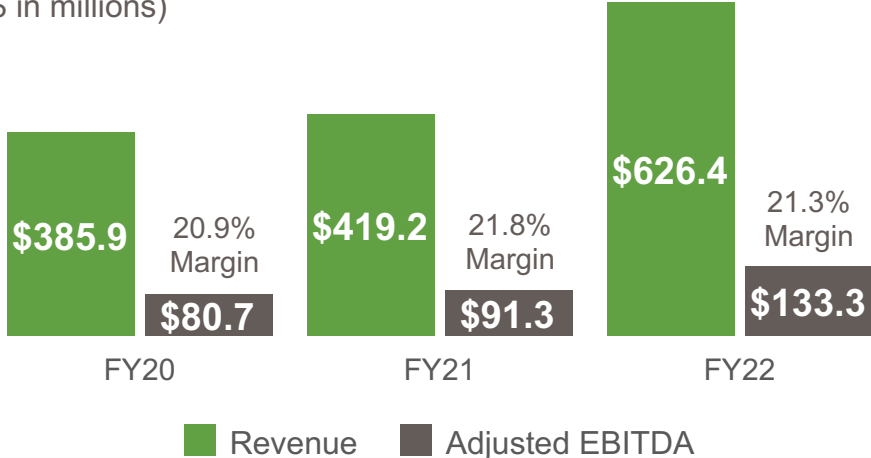
Consolidated Results: FY22 Summary

Consolidated Financial Highlights (FY22 vs FY21):

- Record revenue of \$626.4MM, a 49.4% increase**
 - \$103.2MM inorganic contribution from TRUaire and Shoemaker acquisitions
 - \$104.0MM organic growth, or **50% of total growth**, with **growth in all segments**
 - Record HVAC/R end market sales of \$334.7MM**, a \$159.1MM (91%) increase
- Record adjusted EBITDA of \$133.3MM, 46.0% growth**, margin of **21.3%**
- Record adjusted EPS of \$4.39, a 30.6% increase**, compared to \$3.36
- Multiple price actions in all end markets served during FY22
 - Additional price actions implemented and expected in FY23
- Disciplined capital allocation**
 - Invested \$43.5 million acquiring Shoemaker and \$15.7 million in organic capital expenditures
 - Returned cash to shareholders of \$14.4 million through share repurchases and \$9.5 million in dividends

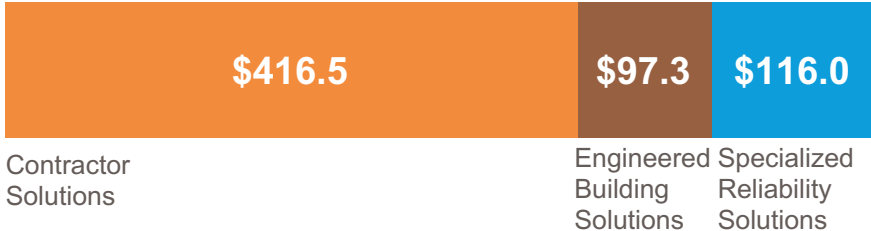
Summary FY22 Consolidated Results¹

(\$ in millions)



FY22 Revenue (\$ in millions)

\$626.4 Consolidated CSWI²

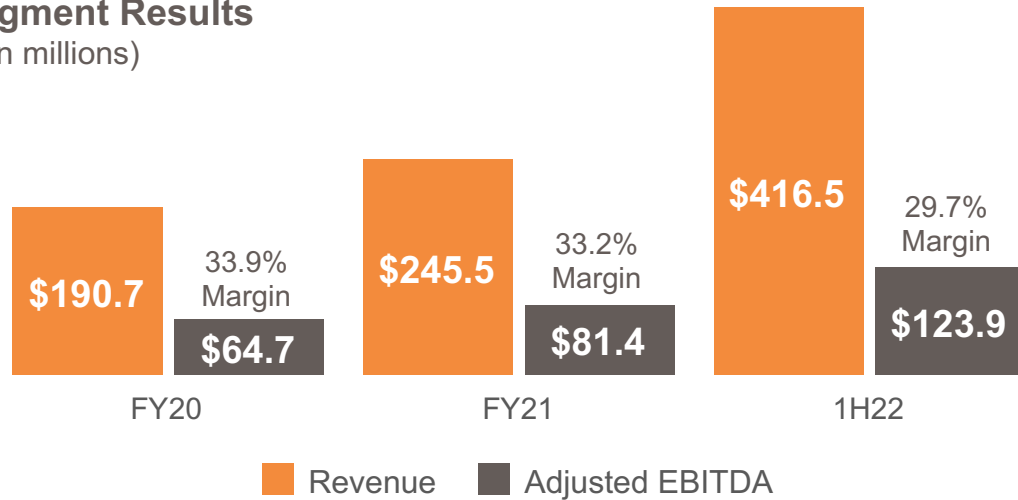


¹ Throughout the presentation, all financials are presented with calculations for continuing operations only.
² Consolidated CSWI revenue includes Corporate & Other, which are not depicted above. Please see the Appendix for the breakout.

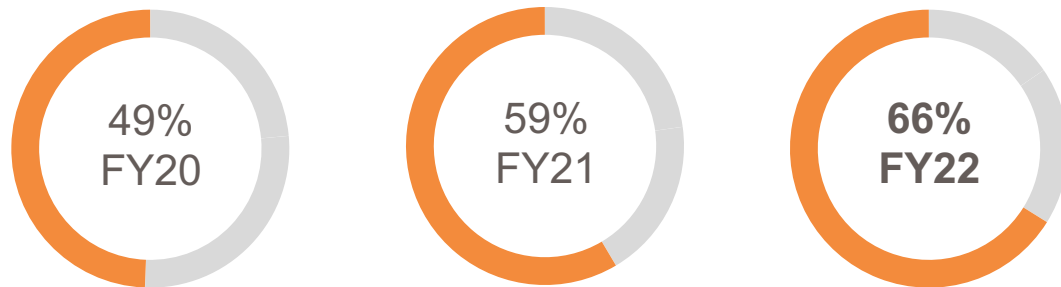


Contractor Solutions: FY22 Segment Summary

Summary FY22 Segment Results (\$ in millions)



Segment as a % of Consolidated CSWI Revenue:



Segment Financials (FY22 vs FY21):

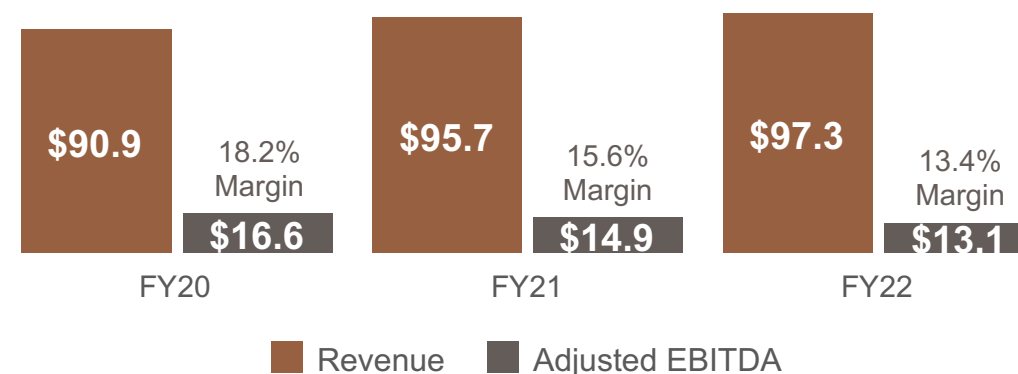
- **Record Segment Revenue of \$416.5MM, a 69.6% increase**
 - Inorganic growth from TRUaire and Shoemaker of \$103.2MM
 - Organic growth of \$67.7MM, driven primarily by increased sales volumes into the HVAC/R and plumbing end markets
 - Pricing initiatives that began in 4Q21
- **Record segment adjusted EBITDA, 52.1% growth**
- **Segment adjusted EBITDA margin was 29.7%, reduction compared to prior periods due to:**
 - Further inflation in material and freight costs
 - Increased costs to support commercial success and business growth
 - \$1.7MM of costs from the pandemic-driven reduction in operations at TRUaire manufacturing facility in Vietnam
 - \$0.7MM Shoemaker transaction costs, no adjustments were made in the current period

Engineered Building Solutions: FY22 Segment Summary

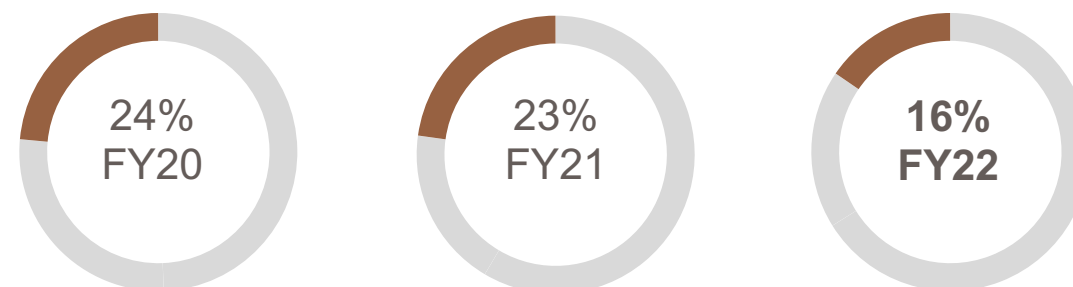
Segment Financials (FY22 vs FY21):

- Segment Revenue of **\$97.3MM**
 - 100% organic growth
 - Enhanced marketing efforts to promote existing and newly developed products, market share gains due to competitive leads times in the market place, and improved specification levels, more than offset the decline in mixed-use construction
- Segment EBITDA increased, while margin decreased
 - Shift in sales to shorter-cycle, lower margin projects
 - Incremental expenses for investments in future growth with additional sales team members and new product development
- Backlog steadily improving
 - As of March 31, 2022:
 - Trailing 8-quarter book to bill ratio of 1 to 1
 - Trailing 4-quarter book to bill ratio of 1.1 to 1
 - Record backlog at the end of April 2022
 - Activity provides optimism for FY23

Summary FY22 Segment Results (\$ in millions)

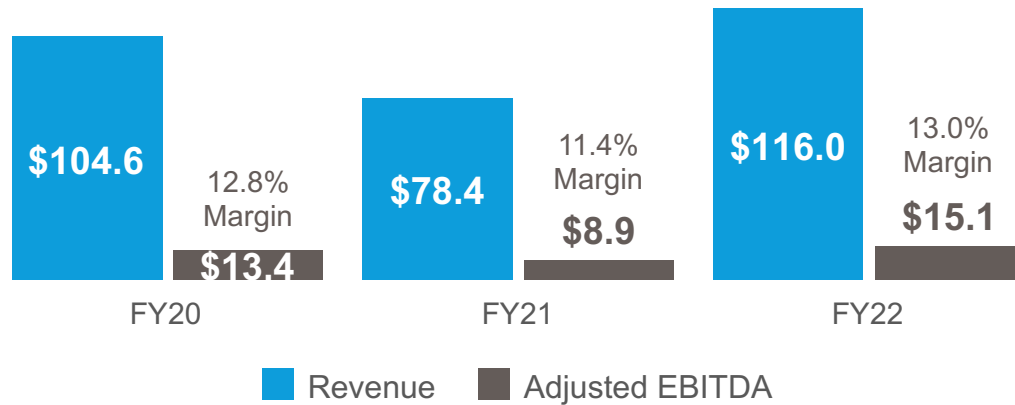


Segment as a % of Consolidated CSWI Revenue:

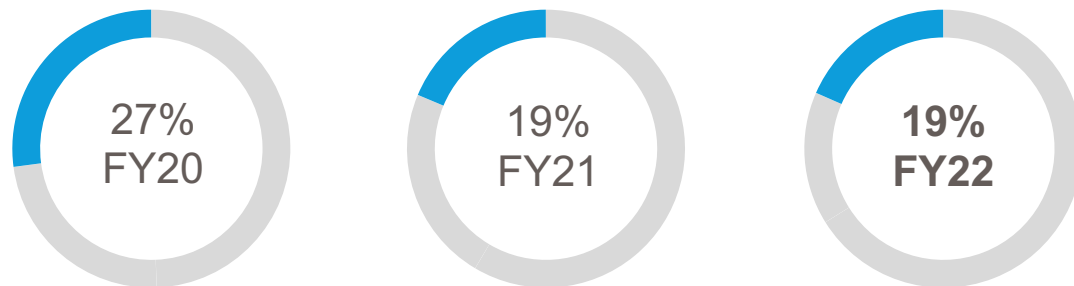


Specialized Reliability Solutions: FY22 Segment Summary

Summary FY22 Segment Results (\$ in millions)



Segment as a % of Consolidated CSWI Revenue:



Segment Financials (FY22 vs FY21):

- Segment Revenue increased **48.1% (all organic)**, to **\$116.0MM**, primarily driven by:
 - Demand recovery in the energy, mining, rail and general industrial end markets
 - Multiple price increases to mitigate cost inflation
 - Inclusion of the newly formed Whitmore Shell JV
- Segment EBITDA and margin increased
 - Organic sales growth outpaced the growth in expenses, primarily in materials, sales commissions, and travel
- Expect ongoing improved profitability
 - Continued improvement in end market conditions, accelerating growth of the JV, and cumulative pricing action benefits
- **FY22 revenue increased 10.9% over FY20, highlighting the recovery**

A photograph of an industrial manufacturing process. In the foreground, a row of dark grey plastic buckets is being filled by a robotic arm. The robotic arm is complex, with various hydraulic cylinders and hoses. Labels on the machinery include "DRIBBLE #2", "1042537-1", and "DUNCAN CO.". The background is a blurred industrial setting with yellow safety railings. The entire image has a semi-transparent grey overlay.

Driving Long-Term Shareholder Value

Seeking Sustainable Growth in Shareholder Value

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

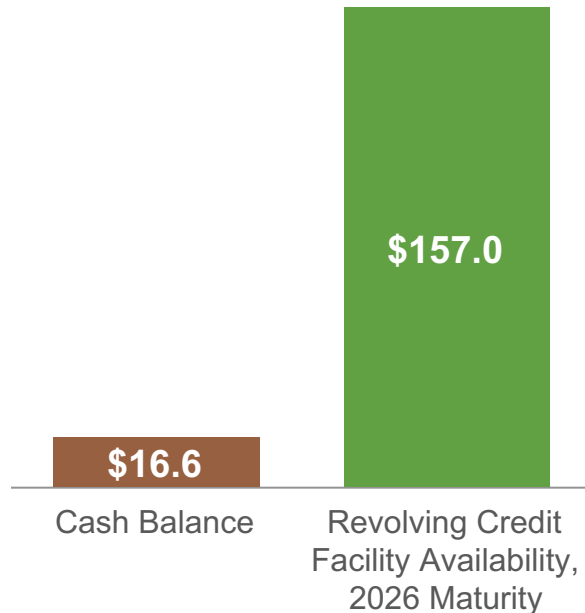


- ~\$1.7B market cap, as of 5/6/22, compared to ~\$500MM at 2015 public debut
- \$626.4MM TTM revenue, versus \$261.8MM FY15, ~240% growth
- \$133.3MM TTM Adjusted EBITDA, versus \$56.1MM FY15, ~240% growth
- Seven acquisitions since public debut
- ~\$124MM cash returned to shareholders through dividend and share repurchase programs since 3Q18

Maintaining Our Strong Balance Sheet

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

Liquidity Position as of 3/31/22 (\$ in millions)



Strong liquidity position to support organic & inorganic investments

- Cash balance of \$16.6MM as of 3/31/22
- ~\$157.0MM available under existing \$400.0MM revolving credit facility as of 3/31/22
- Operating cash generation of \$69.1MM fiscal 2022 compared to \$66.3MM in the prior year period
- Debt to EBITDA of ~1.7x¹ as of March 31, 2022
 - Operating leverage of 1.0x – 3.0x would be appropriate through cycles

Allocating Capital Efficiently

Capital allocation decisions will continue to be prioritized on a risk-adjusted returns basis, with the goal of driving long-term shareholder value.

Organic Growth

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

Inorganic Growth

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

Dividends

- Dividend program initiated in April 2019
- 13 consecutive quarters of dividends declared, for cumulative return of cash of \$28.3MM

Share Repurchases

- As appropriate, return cash through opportunistic share repurchases
- Cumulative share repurchases of \$95.4MM and 1.6MM shares since program inception in 3Q18

TTM Capital Allocation¹ (\$ in millions)

\$75.5MM

Capital Expenditures \$15.7

Acquisitions \$35.9

Dividends \$9.5

Share Repurchase \$14.4

Investing in Innovative Products

Our product innovation strategy is focused on commercially attractive products and solutions, while maintaining a flexible manufacturing strategy.

Key Innovation Attributes Include:

Serving Niche Applications

- Attractive in our target end markets, especially where we have the solution for specific applications or needs
- Ensuring reliability for our customers' mission-critical equipment, with specialty lubricants and greases that perform under environments

Providing Incremental Market Access

- Products that are in constrained distribution channels benefit from our numerous market channel options
- Cross-selling end markets, such as HVAC/R and plumbing, or various directional drilling applications, enabling greater market access

Value-Selling Through Differentiation

- Enhancing products via innovative research and development
- Protecting capital assets in the most demanding environments and extreme conditions
- Providing code-driven, life safety solutions

Resulting in Labor Savings

- Driving material labor or maintenance savings for end-users, especially where empirically demonstrated
- Extending the life of our customers' capital intense assets with quantifiable data support

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 Target Criteria:

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



Strategic, Disciplined M&A Execution

Demonstrated track record of acquisitions that align with our stated strategy



Accessing Distribution Channels to Accelerate Growth

We have focused on growing 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 maintains robust access to distributors, including through buying groups and national account relationships

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

Corporate Sustainability

Corporate Culture and Values

The Goal of Our Corporate Culture is to Maximize Performance

CSWI's corporate culture will shape and guide our Company by helping each team member understand how to make his/her contribution to the Company we serve. Our culture manifests the observed behaviors, norms, and dominant values of the Company. Our culture should be effective in reinforcing certain behaviors and eradicating others. Everything we do is accomplished with a focus on environmental stewardship, and the health and safety of our team members.

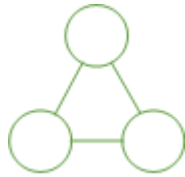
Core Values Support Our Culture:



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.

Key Highlights:

1.2

Total Recordable Incident Rate¹

~5%

Insider ownership, including ESOP²

88%

Independent Directors on our Board

38%

Diverse Directors on our Board

¹ TRIR is for the trailing twelve months ended April 2022

² Employee Stock Ownership Plan (ESOP)

Business Segment Overview

Segment Summary

Contractor Solutions

- **\$416.5MM** TTM Revenue, **\$123.9MM** adjusted EBITDA, and **29.7%** adjusted EBITDA margin
- Manufactures and supplies products for residential and commercial HVAC/R and plumbing applications, designed primarily for professional tradespeople



Engineered Building Solutions

- **\$97.3MM** TTM Revenue, **\$13.1MM** adjusted EBITDA, and **13.4%** adjusted 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



Specialized Reliability Solutions

- **\$116.0MM** TTM Revenue, **\$15.1MM** adjusted EBITDA, and **13.0%** adjusted EBITDA margin
- Provides long-established products for increasing the reliability, performance and lifespan of industrial assets and solving equipment maintenance challenges



Shell & Whitmore
Reliability Solutions, LLC

Contractor Solutions Segment – Overview

Summary:

- Highly diversified product portfolio providing industry leading products in both direct-to-customer and distributor models
- Focus on 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

~\$416.5MM

TTM Revenue

~29.7%

TTM Adjusted EBITDA Margin

End Markets Served:



HVAC/R



Plumbing



Electrical



General Industrial

Contractor Solutions Segment – Overview

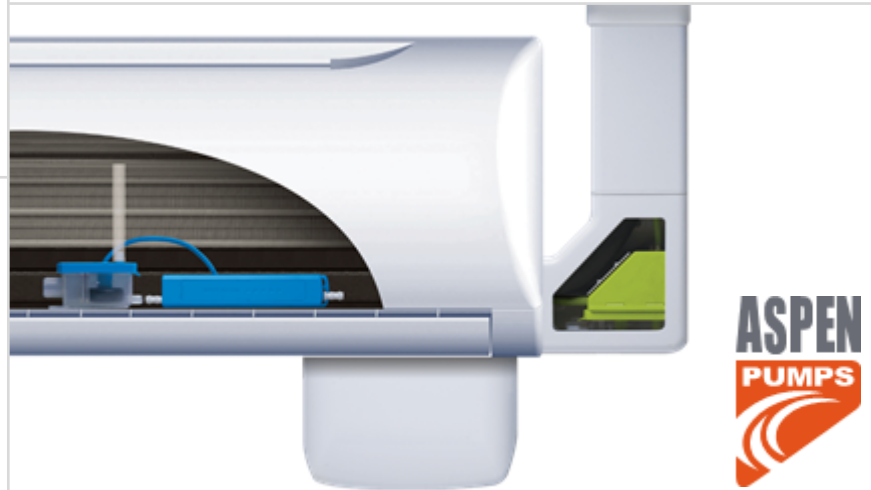
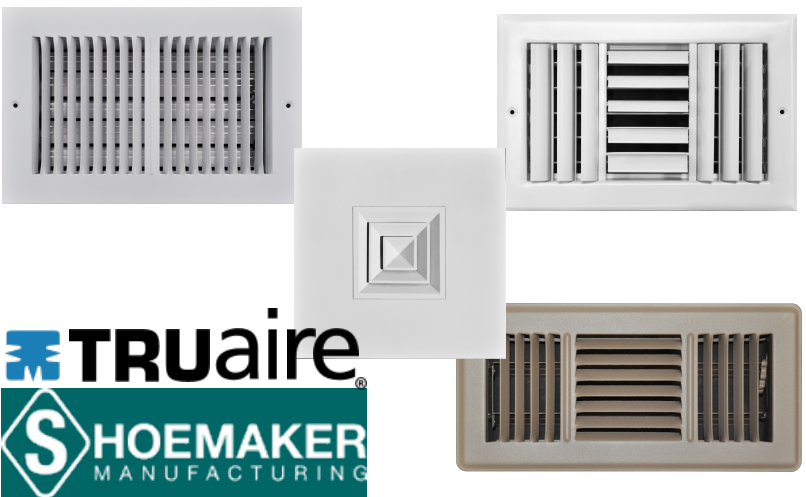
Strategic Growth that Outpaces End Markets:

- Continue to develop and market innovative products providing low cost and high value, while supporting additional revenue growth for distributors and efficiencies for professional contractors
- Acquire, develop, and introduce innovative products in specific new markets that can be owned. Successful examples include condensate cutoff switches and component accessories for the thriving market of mini-split HVAC systems

Contractor Solutions Brands:



Contractor Solutions: Products



Products Serving Niche HVAC/R Mini-Split Market

Slimduct & Fortress

Lineset duct and fitting systems, 5 sizes, 4 colors

Nokink

Flexible, easy flare line connector

Aspen Pumps

Univolt or Silent+. 4 discrete condensate pump models. White, Aqua, Orange, Lime.



Coil-Cure

EPA registered coil cleaner and disinfectant.



Coil-Cure AM

Spray-applied antimicrobial coil coating



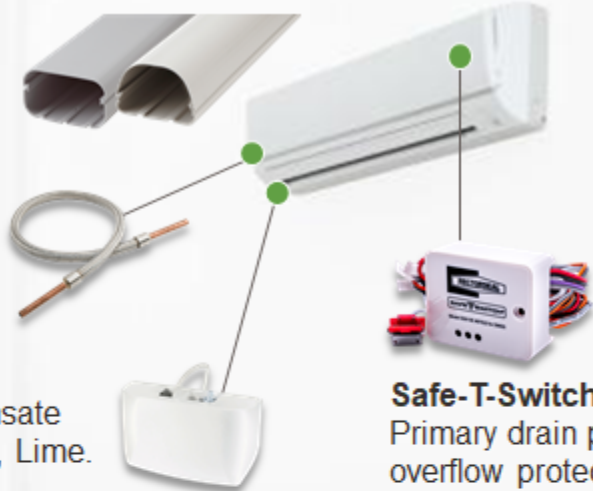
Mighty Bracket

Support tool - allows single person evaporator installation or repair



Desolv

Cleaning Kit and Aerosol protect walls and floors



Safe-T-Switch

Primary drain pan overflow protection.

PRO-Fit Quick Connect

Push-to-connect refrigerant fittings. Quick-release removal



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



Condenser brackets

Powdercoat and stainless

EZ Trap

Waterless in-line condensate trap



Slimduct & Fortress

Lineset duct and fitting systems, 5 sizes, 4 colors

Flaretite

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

PRO-Fit Flaring & Swaging Tool Bit Kits

Create precise and fast standard 45° flare or swage

Engineered Building Solutions Segment – Overview

Summary:

- Decades of experience creating products that protect lives
- Endless use cases for construction, refurbishments, and modernization of buildings
- Multiple manufacturing locations provides efficiency to meet the needs of general contractors and architects
- Continuous engineering improvement to produce best in class products

~\$97.3MM

TTM Revenue

~13.4%

TTM Adjusted EBITDA Margin

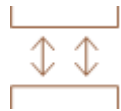
End Markets Served:



Smoke & Fire Protection



Safety Railings



Expansion Joints



Safety Egress

Engineered Building Solutions Segment – Overview

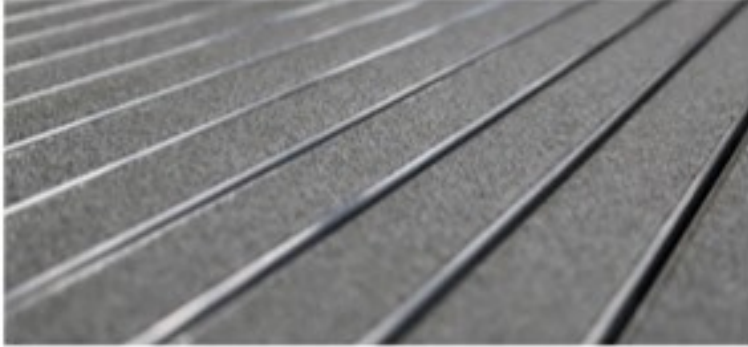
Where Form Meets Function:

- Market leader in providing unique solutions to architects and contractors that meet code requirements, while adding functionality, performance, and aesthetically-pleasing designs
- Whether for new construction or renovation, safety and code compliance are top of mind for commercial builders, our products provide fire-rated and smoke-rated protection
- Design, manufacture and install stainless steel and other architectural metal products railings for interior and exterior end uses

Engineered Building Solutions Brands:



Engineered Building Solutions: Products



Specialized Reliability Solutions Segment – Overview

Summary:

- Our product portfolio allows us to effectively compete and capture enhanced margins relative to larger Specialty Chemical peers
- Focus on end markets with sustainable growth trends, offering products that serve niche solutions to our customers
- Focus on 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

~\$116.0MM

TTM Revenue

~13.0%

TTM Adjusted EBITDA Margin

End Markets Served:



Rail/Transport



Energy



Mining



General Industrial

Specialized Reliability Solutions Segment – Overview

Mission Critical Meets Mission Accomplished:

- 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
- Two centuries of combined operations manufacturing and supplying our trusted specialty lubricants, compounds, sealants, coatings, desiccant breather filtration, and lubrication management systems

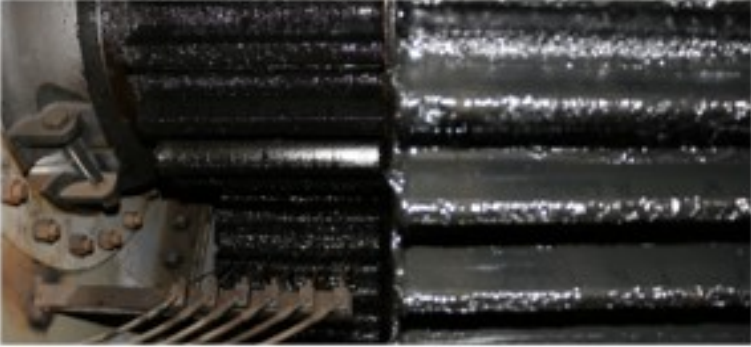
Specialized Reliability Solutions Brands:



Specialized Reliability Solutions: Products



Specialized Reliability Solutions: Shell Whitmore JV Products



Appendix

CSWI Executive Team

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



Joe Armes
Chairman, CEO
& 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 Perry
Executive VP
& 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 as CFO. He previously held positions at JP Morgan Chase & Co. and Ernst & Young LLP.



Donal Sullivan
Executive VP
& General Manager

Donal has served as EVP & General Manager, Contractor Solutions since May 2020, and previously served as SVP & General Manager, Industrial Products from January 2016, and was appointed as an executive officer of the Company in March 2019. He has previously held roles at Goodman Global and Carrier Corporation.



Luke Alverson
Senior VP, General
Counsel & 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.

Reconciliation of Fiscal Fourth Quarter Segment Operating Income to Adjusted Segment Operating Income and to Adjusted Segment EBITDA

| (Amounts in thousands) | (Unaudited) | | | | | (Unaudited) | | | | | (Unaudited) | | | | |
|---|-----------------------------------|-------------------------------|-----------------------------------|---------------------|-------------------------|------------------------------------|-------------------------------|-----------------------------------|---------------------|-------------------------|------------------------------------|-------------------------------|-----------------------------------|---------------------|-------------------------|
| | Three Months Ended March 31, 2022 | | | | | Three Months Ended March 31, 2021* | | | | | Three Months Ended March 31, 2020* | | | | |
| | Contractor Solutions | Engineered Building Solutions | Specialized Reliability Solutions | Corporate and Other | Consolidated Operations | Contractor Solutions | Engineered Building Solutions | Specialized Reliability Solutions | Corporate and Other | Consolidated Operations | Contractor Solutions | Engineered Building Solutions | Specialized Reliability Solutions | Corporate and Other | Consolidated Operations |
| Revenue, net | \$ 120,439 | \$ 23,907 | \$ 30,753 | \$ (1,801) | \$ 173,299 | \$ 87,833 | \$ 24,123 | \$ 21,478 | \$ (64) | \$ 133,369 | \$ 49,878 | \$ 23,519 | \$ 25,188 | \$ (87) | \$ 98,498 |
| GAAP Operating Income | \$ 28,526 | \$ 1,713 | \$ 3,717 | \$ (5,020) | \$ 28,937 | \$ 18,549 | \$ 2,303 | \$ 509 | \$ (3,476) | \$ 17,886 | \$ 13,229 | \$ 4,214 | \$ 1,651 | \$ (4,004) | \$ 15,090 |
| Adjusting Items: | | | | | | | | | | | | | | | |
| Transaction costs & other professional fees | — | — | — | — | — | 844 | — | 1,556 | — | 2,400 | — | — | — | 200 | 200 |
| Purchase Accounting Effect | — | — | — | — | — | 2,963 | — | — | — | 2,963 | — | — | — | — | — |
| Loss (gain) on sale of property & other | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — |
| Asset impairment | — | — | — | — | — | — | — | — | — | — | 951 | — | — | — | 951 |
| Adjusted Operating Income | \$ 28,526 | \$ 1,713 | \$ 3,717 | \$ (5,020) | \$ 28,937 | \$ 22,356 | \$ 2,303 | \$ 2,065 | \$ (3,476) | \$ 23,249 | \$ 14,180 | \$ 4,214 | \$ 1,651 | \$ (3,804) | \$ 16,241 |
| Adj. Operating Income % | 23.7 % | 7.2 % | 12.1 % | | 16.7 % | 25.5 % | 9.5 % | 9.6 % | | 17.4 % | 28.4 % | 17.9 % | 6.6 % | | 16.5 % |
| Adjusting Items: | | | | | | | | | | | | | | | |
| Other Income (Expense) | 44 | (41) | 104 | (142) | (34) | (4,784) | (195) | 38 | 230 | (4,710) | (5) | 550 | 337 | 285 | 1,167 |
| Depreciation & Amortization | 6,292 | 498 | 1,453 | 45 | 8,289 | 9,171 | 503 | 1,442 | 141 | 11,257 | 1,510 | 507 | 1,435 | 134 | 3,586 |
| Purchase Accounting Effect | — | — | — | — | — | (2,963) | — | — | — | (2,963) | — | — | — | — | — |
| Reversal of Indemnification Receivable | — | — | — | — | — | 5,000 | — | — | — | 5,000 | — | — | — | — | — |
| Pension Termination | — | — | — | — | — | — | — | — | — | — | — | — | — | (531) | (531) |
| Adjusted EBITDA | \$ 34,863 | \$ 2,170 | \$ 5,274 | \$ (5,116) | \$ 37,191 | \$ 28,781 | \$ 2,611 | \$ 3,545 | \$ (3,104) | \$ 31,833 | \$ 15,684 | \$ 5,271 | \$ 3,424 | \$ (3,916) | \$ 20,463 |
| Adj. EBITDA % Revenue | 28.9 % | 9.1 % | 17.2 % | | 21.5 % | 32.8 % | 10.8 % | 16.5 % | | 23.9 % | 31.4 % | 22.4 % | 13.6 % | | 20.8 % |

Note: Numbers may not foot due to rounding.

* Prior years have been restated for the voluntarily change in the method of accounting for certain domestic inventory previously valued by the LIFO method to the FIFO method. For additional details, please see our fiscal 2022 Form 10-K.

Reconciliation of YTD Segment Operating Income to Adjusted Segment Operating Income and to Adjusted Segment EBITDA

| (Amounts in thousands) | (Unaudited) | | | | | (Unaudited) | | | | | (Unaudited) | | | | |
|---|----------------------------------|-------------------------------|-----------------------------------|---------------------|-------------------------|-----------------------------------|-------------------------------|-----------------------------------|---------------------|-------------------------|-----------------------------------|-------------------------------|-----------------------------------|---------------------|-------------------------|
| | Fiscal Year Ended March 31, 2022 | | | | | Fiscal Year Ended March 31, 2021* | | | | | Fiscal Year Ended March 31, 2020* | | | | |
| | Contractor Solutions | Engineered Building Solutions | Specialized Reliability Solutions | Corporate and Other | Consolidated Operations | Contractor Solutions | Engineered Building Solutions | Specialized Reliability Solutions | Corporate and Other | Consolidated Operations | Contractor Solutions | Engineered Building Solutions | Specialized Reliability Solutions | Corporate and Other | Consolidated Operations |
| Revenue, net | \$ 416,487 | \$ 97,297 | \$ 116,042 | \$ (3,390) | \$ 626,435 | \$ 245,528 | \$ 95,672 | \$ 78,365 | \$ (360) | \$ 419,205 | \$ 190,696 | \$ 90,881 | \$ 104,641 | \$ (347) | \$ 385,871 |
| GAAP Operating Income | \$ 96,115 | \$ 11,101 | \$ 9,007 | \$ (18,843) | \$ 97,380 | \$ 59,007 | \$ 14,066 | \$ 581 | \$ (14,434) | \$ 59,220 | \$ 58,236 | \$ 14,278 | \$ 7,690 | \$ (14,350) | \$ 65,854 |
| Adjusting Items: | | | | | | | | | | | | | | | |
| Transaction costs & other professional fees | — | — | — | — | — | 7,763 | — | 2,597 | — | 10,360 | — | — | — | 200 | 200 |
| Purchase Accounting Effect | 3,919 | — | — | — | 3,919 | 2,963 | — | — | — | 2,963 | — | — | — | — | — |
| Loss (gain) on sale of property & other | — | — | — | — | — | — | — | — | — | — | — | — | (776) | — | (776) |
| Asset impairment | — | — | — | — | — | — | — | — | — | — | 951 | — | — | — | 951 |
| Adjusted Operating Income | \$ 100,034 | \$ 11,101 | \$ 9,007 | \$ (18,843) | \$ 101,299 | \$ 69,733 | \$ 14,066 | \$ 3,178 | \$ (14,434) | \$ 72,543 | \$ 59,187 | \$ 14,278 | \$ 6,914 | \$ (14,150) | \$ 66,229 |
| Adj. Operating Income % | 24.0 % | 11.4 % | 7.8 % | | 16.2 % | 28.4 % | 14.7 % | 4.1 % | | 17.3 % | 31.0 % | 15.7 % | 6.6 % | | 17.2 % |
| Adjusting Items: | | | | | | | | | | | | | | | |
| Other Income (Expense) | (130) | (107) | 32 | (261) | (466) | (4,737) | (1,145) | (22) | (66) | (5,969) | (860) | 204 | 316 | (6,794) | (7,135) |
| Depreciation & Amortization | 27,879 | 2,063 | 6,016 | 450 | 36,408 | 14,415 | 2,014 | 5,744 | 545 | 22,718 | 5,888 | 2,073 | 6,181 | 494 | 14,636 |
| Purchase Accounting Effect | (3,919) | — | — | — | (3,919) | (2,963) | — | — | — | (2,963) | — | — | — | — | — |
| Reversal of Indemnification Receivable | — | — | — | — | — | 5,000 | — | — | — | 5,000 | — | — | — | — | — |
| Loss (gain) on property sale and others | — | — | — | — | — | — | — | — | — | — | 476 | — | — | — | 476 |
| Pension Termination | — | — | — | — | — | — | — | — | — | — | — | — | — | 6,488 | 6,488 |
| Adjusted EBITDA | \$ 123,864 | \$ 13,058 | \$ 15,055 | \$ (18,655) | \$ 133,323 | \$ 81,448 | \$ 14,935 | \$ 8,900 | \$ (13,954) | \$ 91,329 | \$ 64,691 | \$ 16,554 | \$ 13,411 | \$ (13,962) | \$ 80,694 |
| Adj. EBITDA % Revenue | 29.7 % | 13.4 % | 13.0 % | | 21.3 % | 33.2 % | 15.6 % | 11.4 % | | 21.8 % | 33.9 % | 18.2 % | 12.8 % | | 20.9 % |

Note: Numbers may not foot due to rounding.

* Prior years have been restated for the voluntarily change in the method of accounting for certain domestic inventory previously valued by the LIFO method to the FIFO method. For additional details, please see our fiscal 2022 Form 10-K.



CSW
INDUSTRIALS