



INVESTOR PRESENTATION

JANUARY 2024



SAFE HARBOR STATEMENT

Forward Looking Statements: Statements that use the words “estimated,” “expect,” “could,” “should,” “believe,” “will,” “might,” or similar words reflecting future expectations or beliefs are forward-looking statements. The forward-looking statements include, but are not limited to, the following: impacts from public health issues (including pandemics, such as the recent COVID-19 pandemic) on the economy and the demand for Quanex’s products, the Company’s future operating results, future financial condition, future uses of cash and other expenditures, expenses and tax rates, expectations relating to Quanex’s industry, and the Company’s future growth, including any guidance discussed in this presentation. The statements and guidance set forth in this release are based on current expectations. These forward-looking statements involve significant risks and uncertainties that could cause the actual results or events to differ materially from this presentation. Many of these factors are outside Quanex’s control and are difficult to predict. For a complete discussion of factors that may affect Quanex’s future performance, please refer to the Company’s Annual Report on Form 10-K for the fiscal year ended October 31, 2023, and Quanex’s Quarterly Reports on Form 10-Q under the sections entitled “Cautionary Note Regarding Forward-Looking Statements” and “Risk Factors”. Any forward-looking statements in this presentation are made as of the date hereof, and the Company undertakes no obligation to update or revise any forward-looking statements to reflect new information or events.

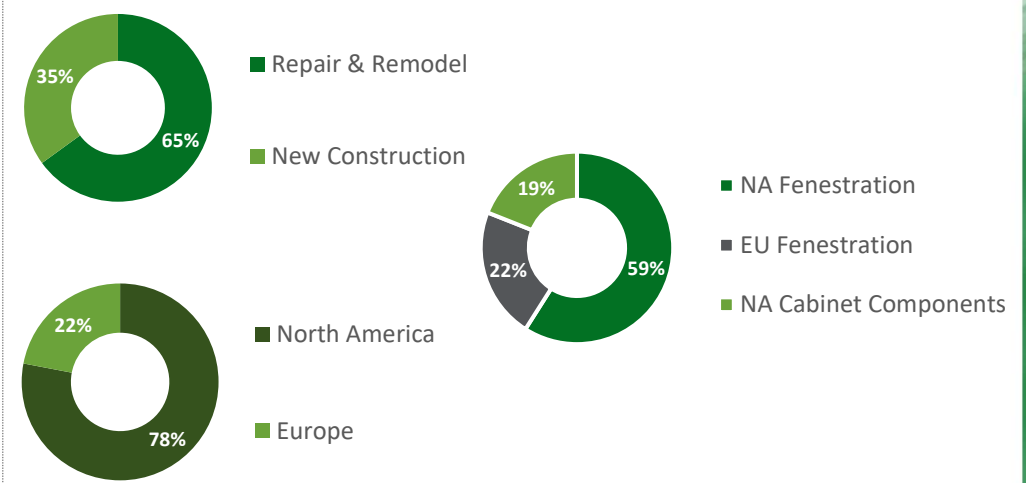
Non-GAAP Terminology Definitions and Disclaimers: Adjusted Net Income (defined as net income further adjusted to exclude purchase price accounting inventory step-ups, transaction costs, certain severance charges, gain/loss on the sale of certain fixed assets, restructuring charges, asset impairment charges,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

QUANEX AT A GLANCE

COMPANY OVERVIEW

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

FY 2023 REVENUE BREAKDOWN



KEY STATISTICS

| | | |
|---|--|---|
| <p>2023 SALES: \$1.13 B</p> | <p>2023 NET INCOME: \$82.5 M 2023 ADJ. NET INCOME: \$90.9 M⁽¹⁾</p> | <p>2023 ADJ. EBITDA: \$159.6 M <i>~14.1% Margin</i></p> |
| <p>NET LEVERAGE: 0.1x⁽²⁾ <i>Total Liquidity of \$363.4 M⁽³⁾</i></p> | <p>NETWORK OF 30 PLANTS <i>27 U.S. and 3 Intl</i></p> | <p>EMPLOYEES: ~4,000 <i>~80% U.S. and ~20% Intl</i></p> |

Note: EBITDA adjusted to exclude non-recurring items referenced in Safe Harbor Statement on slide 2. Please reference the Appendix for a reconciliation of Net Income to Adjusted EBITDA and a reconciliation of Net Leverage.
 (1) Please reference the Appendix for a reconciliation of Net Income to Adjusted Net Income.
 (2) Net Leverage Ratio defined as Net Debt/LTM Adjusted EBITDA. Total Debt includes \$51.5 million in real-estate lease liabilities considered “finance” leases under U.S. GAAP. Please reference the Appendix for a reconciliation of Net Debt and Net Leverage Ratio.
 (3) Excludes outstanding letters of credit and deferred financing fees; includes cash on balance sheet and availability under current credit facilities.

ROBUST PORTFOLIO OF CURRENT PRODUCT OFFERINGS

TOP SUPPLIER TO OEMS ACROSS A BROAD RANGE OF PRODUCT CATEGORIES

Window, Patio
Door & Other Components

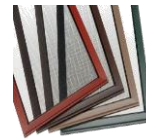


1 Insulating Glass Spacers



Enhance durability,
condensation resistance
and thermal
performance

2 Window & Patio Screens



Largest selection of
screen solutions and
components

3 Door Components



Door Seals

Door Jambs

Thresholds

4 Window Components



Window Grills



Cladding



Bow and Bay Windows



Muntin Bars

5 Window & Patio Profiles



Full system solutions or
custom designs for residential
and commercial markets

Provide superior energy
efficiency and durability

6 Other Components



Solar Sealant
(PSET)

Custom Mixing

Flashing Tape

Vinyl Fencing

Cabinet
Components



1 Cabinet Doors



2 Drawer Fronts



3 Face Frames & Components



LEADING COMPONENT SUPPLIER TO OEMs

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

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

DIFFERENTIATED MANUFACTURING FOOTPRINT

1

Extensive coast to coast manufacturing capacity

2

Domestic footprint supports local customer base

3

Ideally positioned to handle international supply chain disruptions

4

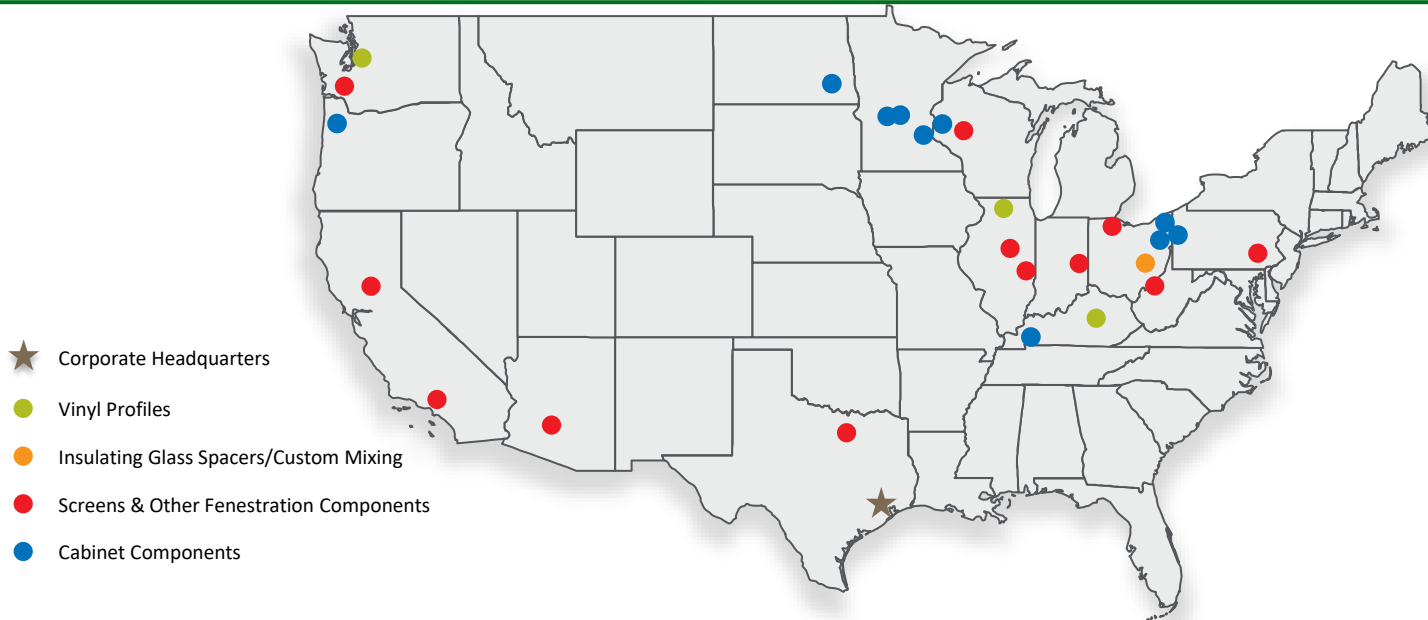
Efficient design allowing for flexible manufacturing

5

Differentiated just-in-time, customized product runs

DOMESTIC FOOTPRINT

INTERNATIONAL FOOTPRINT



CORE MANUFACTURING CAPABILITIES WITH BROAD APPLICATIONS

DIFFERENTIATED, GLOBAL MANUFACTURING FOOTPRINT – POSITIONED TO EXPAND OFFERINGS



ACCELERATING ESG TRENDS ALIGNED WITH QUANEX IDENTITY

ESG WOVEN INTO **Quanex** CORPORATE CULTURE

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



CUSTOMERS



SHAREHOLDERS



COMMUNITIES



EMPLOYEES

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

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

Source: Freightos, Statista and NAHB.

GROWTH WITH PURPOSE

JOURNEY TO BECOMING:

B

Bold acquisition strategy targeting existing and new lines of business



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

I

Innovative product development driving consistent growth in core segments



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

G

Growth-focused strategy incorporating technology across the platform



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

G

Globally-oriented approach that leverages reach while supporting international divisions



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

E

Engaged to maximize positive impact on all stakeholders



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

R

Responsive to ideas and opportunities identified across the organization

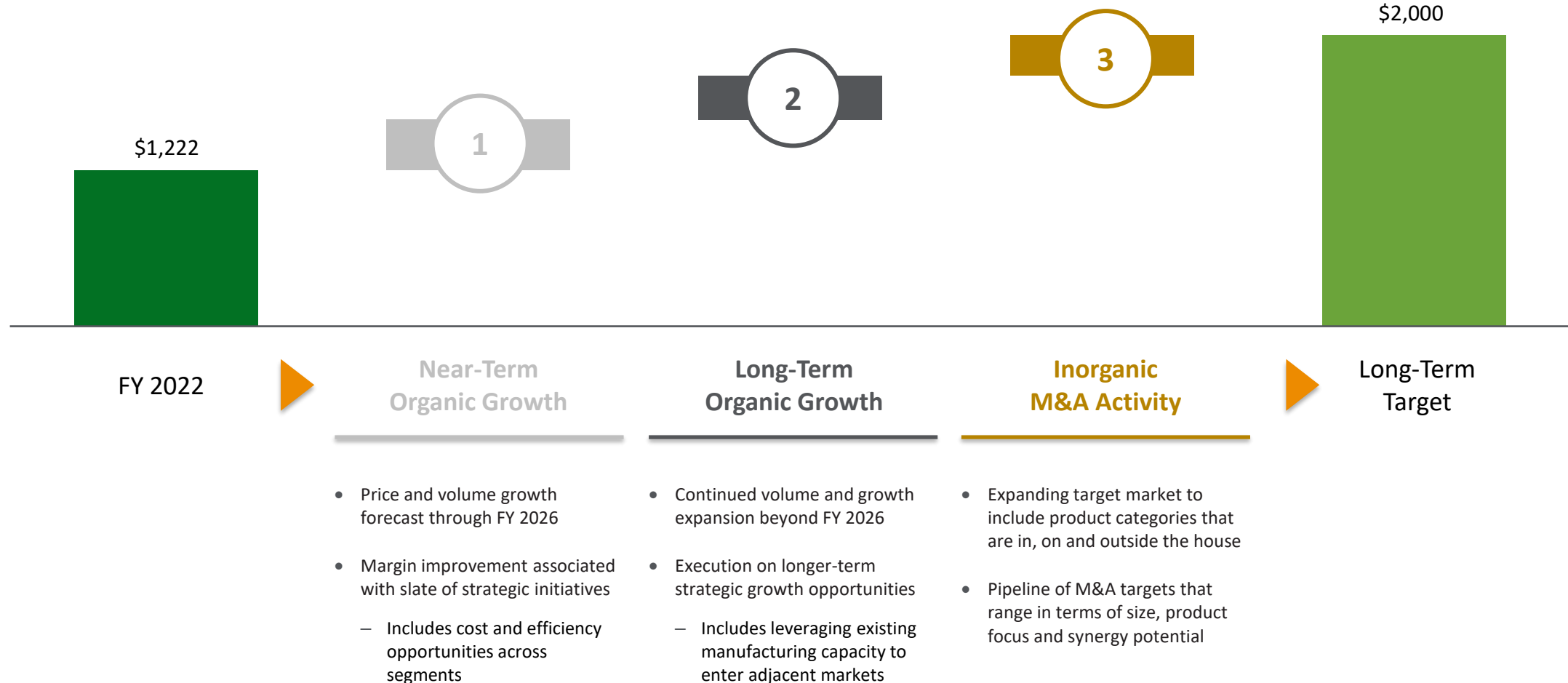


- Utilize technology to improve efficiency and automation
- Clarify and streamline processes to enable quick decision-making
- Improve speed to market by empowering teams to act on new opportunities
- Create an entrepreneurial environment that rewards innovation rather than a risk-averse mentality

GROWTH WITH PURPOSE

PATHWAY TO \$2 BILLION OF SALES

(\$ in millions)



INVESTING IN THE CORE: REINFORCING SECTOR LEADERSHIP

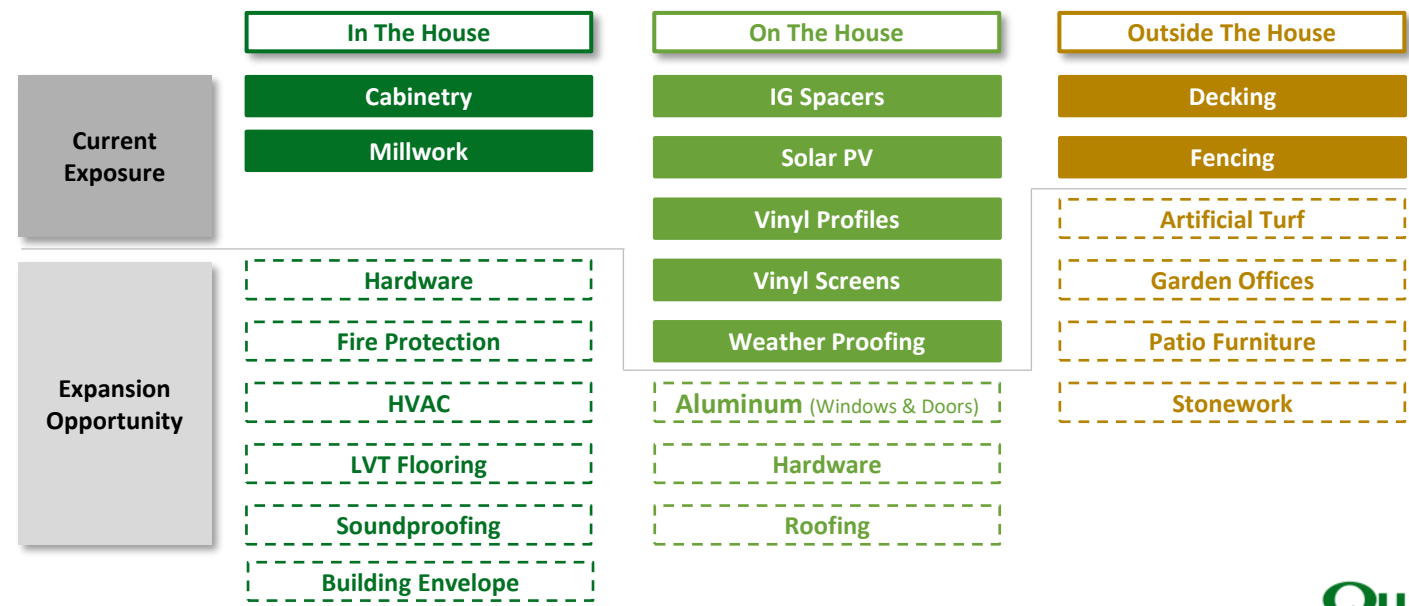
- ▲ Growth in existing markets and reinforcing leadership positions enabling improved relative positioning with material suppliers driving continued volume growth and share gains
 - Significant increase in scale will create a more effective platform for further inorganic growth in the future
- ▲ Ability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

EXPANDING THE CORE: LEVERAGING CORE EXTRUSION COMPETENCIES

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

STRATEGY FOR INORGANIC GROWTH IN TARGET MARKETS

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

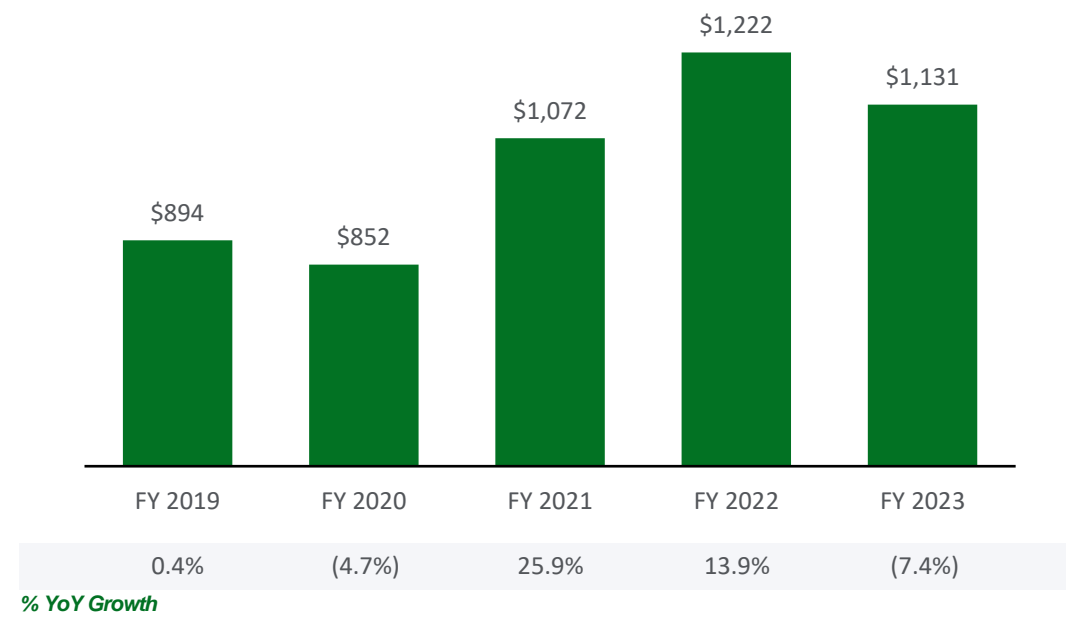


FINANCIAL RESULTS

STRONG FINANCIAL RESULTS WITH CLEAR OPERATING OBJECTIVES

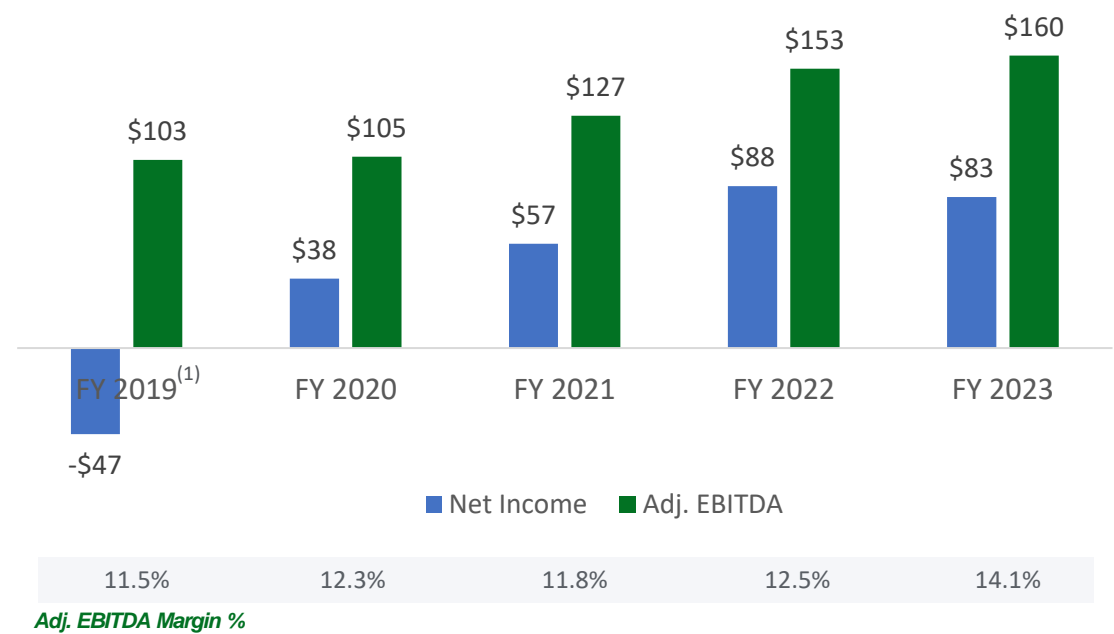
REVENUE

(\$ in millions)



NET INCOME & ADJ. EBITDA

(\$ in millions)

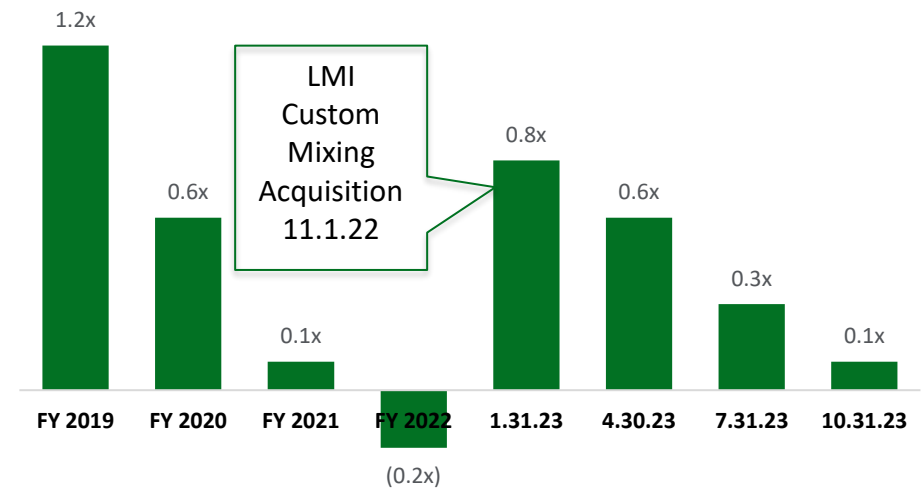


Note: EBITDA adjusted to exclude non-recurring items referenced in Safe Harbor Statement on slide 2. Please reference the Appendix for a reconciliation of Net Income to Adjusted EBITDA.
 Source: Company filings.
 (1) Net income for FY 2019 includes \$74.6 million asset impairment charge.

FAVORABLE LEVERAGE PROFILE AND FREE CASH FLOW GENERATION

NET LEVERAGE (1)

Significant Balance Sheet capacity providing meaningful flexibility around internal as well as external strategic opportunities



- **Cumulative Free Cash Flow of ~\$500M since FY 2017**

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

- **Free Cash Flow Priorities:**

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

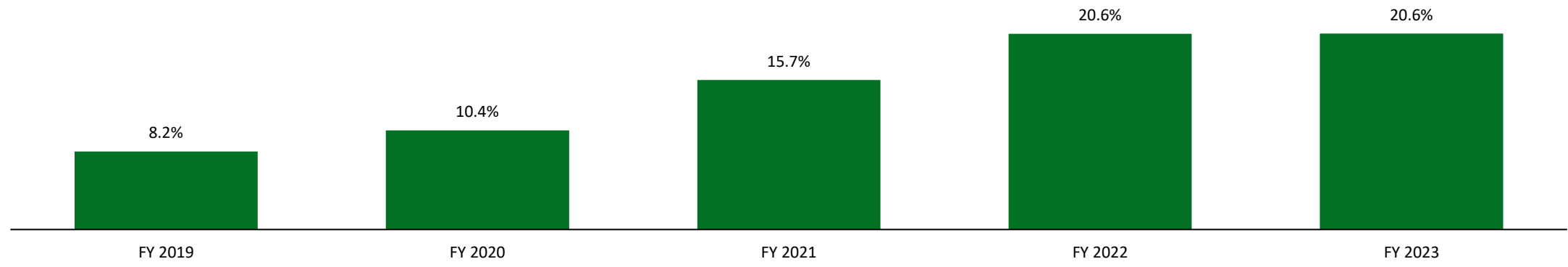
Source: Company filings.

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

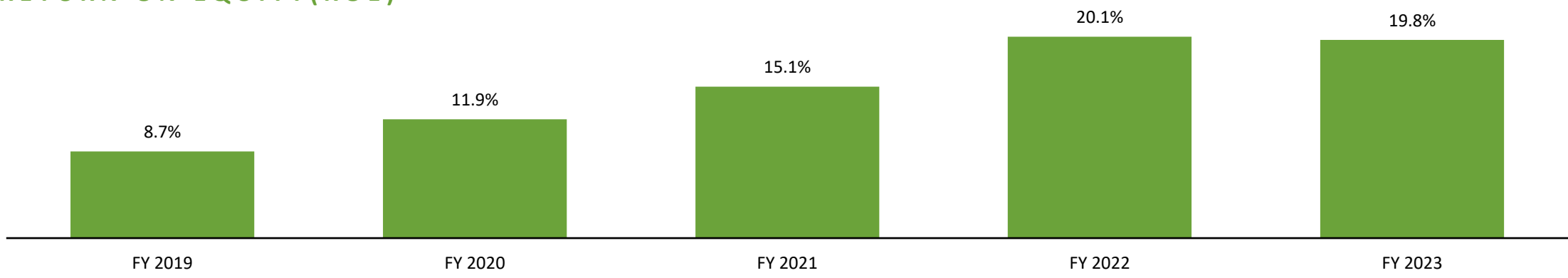
(1) Net Leverage Ratio defined as Net Debt/LTM Adjusted EBITDA. Total Debt Includes real-estate lease liabilities considered “finance” leases under U.S. GAAP.

STRONG EXECUTION DRIVING SUBSTANTIAL IMPROVEMENT IN RETURNS

RETURN ON INVESTED CAPITAL (ROIC) ⁽¹⁾



RETURN ON EQUITY (ROE) ⁽²⁾



Source: Company filings and public guidance.

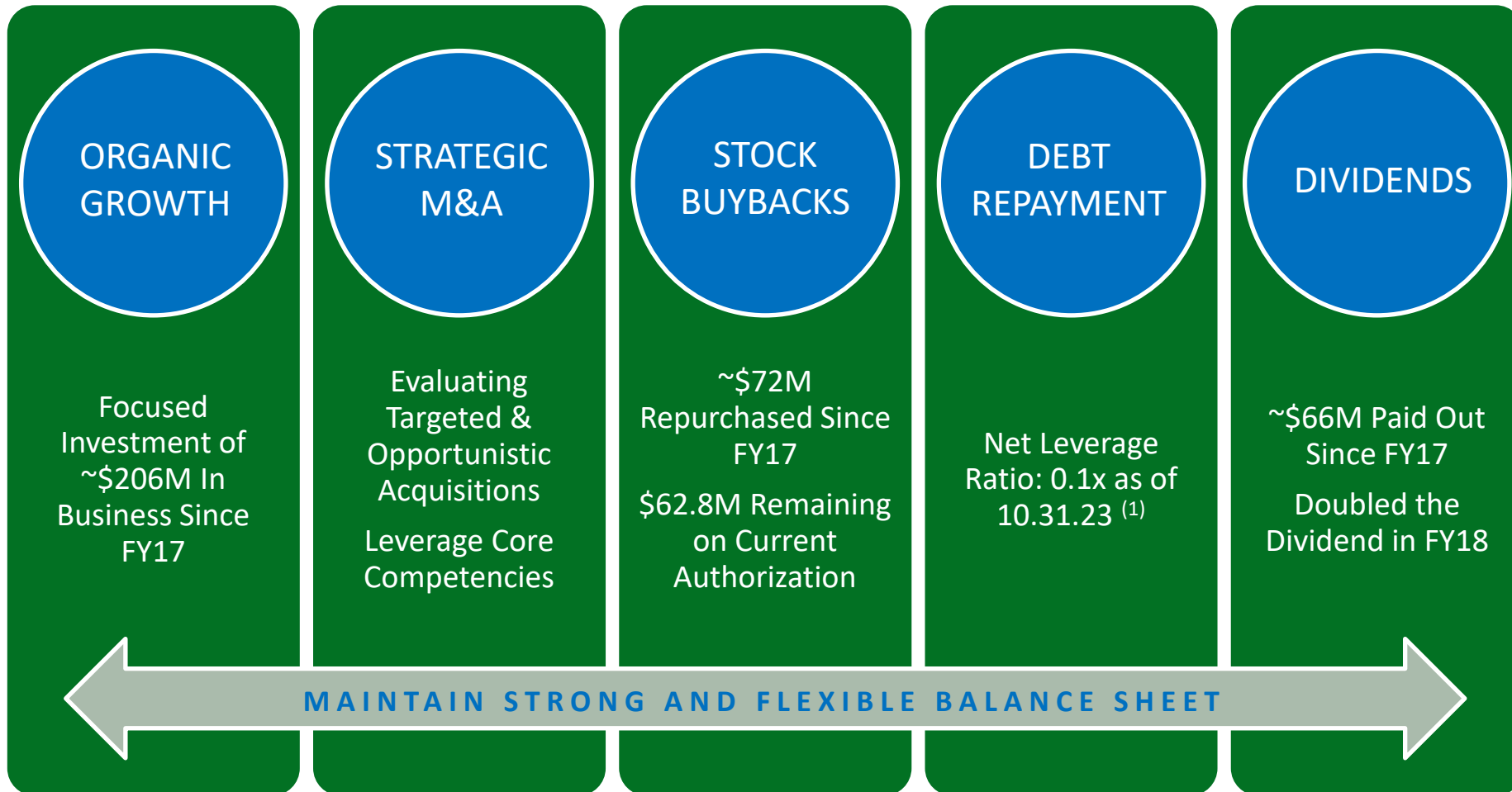
Note: Please reference the Appendix for a reconciliation of Return on Invested Capital and Return on Equity.

(1) Return on Invested Capital is calculated as $\text{Adj. EBIT} \times (1 - \text{Tax Rate}) / (\text{Average Shareholders' Equity} + \text{Average Net Debt})$. Adj. EBIT calculated as $\text{Adj. EBITDA} - \text{D\&A}$. Average Shareholders' Equity and Average Net Debt calculated as average of beginning and ending balances of the period. Tax Rate assumed to be 20%, based on public guidance.

(2) Return on Equity is calculated as $\text{Adj. Net Income} / \text{Average Shareholders' Equity}$. Average Shareholders' Equity is calculated as average of beginning and ending balances of the period. Tax Rate assumed to be 20%, based on public guidance.

CAPITAL ALLOCATION PRIORITIES

FOCUSED ON INCREASING TOTAL SHAREHOLDER RETURN



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

INVESTMENT APPEALS

A GROWING MANUFACTURING BUSINESS WITH CORE CAPABILITIES & BROAD APPLICATIONS

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

APPENDIX

GAAP/NON-GAAP RECONCILIATION (UNAUDITED)

FY23, FY22, FY21, FY20 & FY19 ADJUSTED NET INCOME & ADJUSTED EBITDA

| Reconciliation of Adjusted Net Income | Twelve Months Ended October 31, 2023 | | Twelve Months Ended October 31, 2022 | | Twelve Months Ended October 31, 2021 | | Twelve Months Ended October 31, 2020 | | Twelve Months Ended October 31, 2019 | |
|---|---|----------------------|---|----------------------|---|----------------------|---|----------------------|---|----------------------|
| | Net Income | | Net Income | | Net Income | | Net Income | | Net (Loss) Income | |
| Net income as reported | \$ | 82,501 | \$ | 88,336 | \$ | 56,980 | \$ | 38,496 | \$ | (46,730) |
| Net Income reconciling items from below | | 8,401 | | 581 | | 1,609 | | 2,218 | | 78,155 |
| Adjusted net income | \$ | <u>90,902</u> | \$ | <u>88,917</u> | \$ | <u>58,589</u> | \$ | <u>40,714</u> | \$ | <u>31,425</u> |
| Reconciliation of Adjusted EBITDA | Twelve Months Ended October 31, 2023 | | Twelve Months Ended October 31, 2022 | | Twelve Months Ended October 31, 2021 | | Twelve Months Ended October 31, 2020 | | Twelve Months Ended October 31, 2019 | |
| | Reconciliation | | Reconciliation | | Reconciliation | | Reconciliation | | Reconciliation | |
| Net income as reported | \$ | 112,290 | \$ | 88,336 | \$ | 56,980 | \$ | 38,496 | \$ | (46,730) |
| Income tax expense | | 18,191 | | 21,427 | | 23,114 | | 11,804 | | 10,776 |
| Other, net | | 5,335 | | (1,041) | | (754) | | (280) | | (116) |
| Interest expense | | 7,945 | | 2,559 | | 2,530 | | 5,245 | | 9,643 |
| Depreciation and amortization | | 42,842 | | 40,109 | | 42,732 | | 47,229 | | 49,586 |
| EBITDA | | 153,567 | | 151,390 | | 124,602 | | 102,494 | | 23,159 |
| EBITDA reconciling items from below | | 6,028 | | 1,114 | | 2,160 | | 2,020 | | 79,504 |
| Adjusted EBITDA | \$ | <u>159,595</u> | \$ | <u>152,504</u> | \$ | <u>126,762</u> | \$ | <u>104,514</u> | \$ | <u>102,663</u> |
| Reconciling Items | Twelve Months Ended October 31, 2023 | | Twelve Months Ended October 31, 2022 | | Twelve Months Ended October 31, 2021 | | Twelve Months Ended October 31, 2020 | | Twelve Months Ended October 31, 2019 | |
| | Income Statement | Reconciling Items | Income Statement | Reconciling Items | Income Statement | Reconciling Items | Income Statement | Reconciling Items | Income Statement | Reconciling Items |
| Net sales | \$ | 1,130,583 | \$ | 1,221,502 | \$ | 1,072,149 | \$ | 851,573 | \$ | 893,841 |
| Cost of sales | | 853,059 | | 953,004 | | 831,541 | | 658,750 | | 694,420 |
| Selling, general and administrative | | 123,957 | (6,015) (2) | 117,108 | (1,114) (2) | 115,967 | (1,814) (2) | 89,707 | (1,398) (2) | 101,292 |
| Restructuring charges | | - | - | - | - | 39 | (39) (3) | 622 | (622) (3) | 370 |
| Asset impairment charges | | - | - | - | - | - | - | - | - | 74,600 |
| EBITDA | | 153,567 | 6,028 | 151,390 | 1,114 | 124,602 | 2,160 | 102,494 | 2,020 | 23,159 |
| Depreciation and amortization | | 42,866 | - | 40,109 | - | 42,732 | - | 47,229 | (968) (5) | 49,586 |
| Operating income | | 110,701 | 6,028 | 111,281 | 1,114 | 81,870 | 2,160 | 55,265 | 2,988 | (26,427) |
| Interest expense | | (8,136) | - | (2,559) | - | (2,530) | - | (5,245) | - | (9,643) |
| Other, net | | (5,519) | 5,196 (6) | 1,041 | (386) (6) | 754 | 98 (6) | 280 | 57 (6) | 116 |
| Income before income taxes | | 97,046 | 11,224 | 109,763 | 728 | 80,094 | 2,258 | 50,300 | 3,045 | (35,954) |
| Income tax expense | | (14,545) | (2,823) (7) | (21,427) | (147) (7) | (23,114) | (649) (7) | (11,804) | (827) (7) | (10,776) |
| Net income | \$ | <u>82,501</u> | \$ | <u>88,336</u> | \$ | <u>56,980</u> | \$ | <u>38,496</u> | \$ | <u>(46,730)</u> |

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

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

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

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

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

(6) Foreign currency transaction losses (gains) and pension settlement expense of \$5.1 million for the twelve months end October 31, 2023.

GAAP/NON-GAAP RECONCILIATION (UNAUDITED)

FREE CASH FLOW

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

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

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

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

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

| (\$ in thousands) | Q1 2022 | Q2 2022 | Q3 2022 | Q4 2022 | Fiscal 2022 |
|--|-------------------|-----------------|-----------------|-----------------|-----------------|
| Cash (used for) provided by operating activities | (\$21,651) | \$19,770 | \$51,735 | \$48,111 | \$97,965 |
| Capital expenditures | (\$7,370) | (\$6,415) | (\$5,703) | (\$13,633) | (\$33,121) |
| Free Cash Flow | (\$29,021) | \$13,355 | \$46,032 | \$34,478 | \$64,844 |

| (\$ in thousands) | Q1 2023 | Q2 2023 | Q3 2023 | Q4 2023 | Fiscal 2023 |
|--|------------------|-----------------|-----------------|-----------------|------------------|
| Cash (used for) provided by operating activities | \$3,135 | \$35,325 | \$64,099 | \$44,493 | \$147,052 |
| Capital expenditures | (\$7,582) | (\$7,492) | (\$7,376) | (\$14,940) | (\$37,390) |
| Free Cash Flow | (\$4,447) | \$27,833 | \$56,723 | \$29,553 | \$109,662 |

GAAP/NON-GAAP RECONCILIATION (UNAUDITED)

NET DEBT

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

| <i>(\$ in thousands)</i> | 10.31.19 | 10.31.20 | 10.31.21 | 10.31.22 | 10.31.23 |
|---------------------------------|------------------|-----------------|-----------------|-------------------|-----------------|
| Revolving credit facility | \$142,500 | \$103,000 | \$38,000 | \$13,000 | \$15,000 |
| Finance lease obligations | 15,865 | 15,321 | 15,537 | 19,202 | 55,000 |
| Total debt ⁽¹⁾ | 158,365 | 118,321 | 53,537 | 32,202 | 70,000 |
| Less: Cash and cash equivalents | 30,868 | 51,621 | 40,061 | 55,093 | 58,474 |
| Net Debt | \$127,497 | \$66,700 | \$13,476 | (\$22,891) | \$11,526 |

(1) Excludes outstanding letters of credit.

GAAP/NON-GAAP RECONCILIATION (UNAUDITED)

NET LEVERAGE

| Capitalization (\$ in thousands) | FY19 10.31.19 | FY20 10.31.20 | FY21 10.31.21 | FY22 10.31.22 | Q1 1.31.23 | Q2 4.30.23 | Q3 7.31.23 | Q4 10.31.23 |
|--|------------------|------------------|------------------|-------------------|------------------|------------------|------------------|------------------|
| Cash & Cash Equivalents | \$30,868 | \$51,621 | \$40,061 | \$55,093 | \$43,055 | \$43,496 | \$73,252 | \$58,474 |
| Senior Secured Revolving Credit Facility due 2023 ⁽¹⁾ | 142,500 | 103,000 | 38,000 | 13,000 | 100,000 | 80,000 | 55,000 | 15,000 |
| Finance/Capital Leases and Other | 15,865 | 15,321 | 15,537 | 19,202 | 55,122 | 55,262 | 55,792 | 55,000 |
| Total Debt | \$158,365 | \$118,321 | \$53,537 | \$32,202 | \$155,122 | \$135,262 | \$110,792 | \$70,000 |
| <i>Net Debt</i> | <i>\$127,497</i> | <i>\$66,700</i> | <i>\$13,476</i> | <i>(\$22,891)</i> | <i>\$112,067</i> | <i>\$91,766</i> | <i>\$37,540</i> | <i>\$11,526</i> |
| Stockholders' Equity | 330,187 | 355,759 | 419,782 | 464,835 | 475,688 | 492,727 | 525,955 | 545,554 |
| Total Capitalization | \$488,552 | \$474,488 | \$473,321 | \$497,037 | \$630,810 | \$627,989 | \$636,747 | \$615,554 |
| Borrowing Base ⁽¹⁾ | 325,000 | 325,000 | 325,000 | 325,000 | 325,000 | 325,000 | 325,000 | 325,000 |
| Less: Borrowings Against Revolving Credit Facility | 142,500 | 103,000 | 38,000 | 13,000 | 100,000 | 80,000 | 55,000 | 15,000 |
| Plus: Cash | 30,868 | 51,621 | 40,061 | 55,093 | 43,055 | 43,496 | 73,252 | 58,474 |
| Total Liquidity | \$213,368 | \$273,621 | \$327,061 | \$367,093 | \$268,055 | \$288,496 | \$343,252 | \$368,474 |
| Net Debt/LTM Adj. EBITDA ⁽²⁾ | 1.2x | 0.6x | 0.1x | (0.2)x | 0.8x | 0.6x | 0.3x | 0.1x |

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

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

GAAP/NON-GAAP RECONCILIATION (UNAUDITED)

ROIC & ROE

Tax Rate Assumption:

20.0%

| | FY18 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 |
|----------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|
| Adj. Net Income | | \$31.4 | \$40.7 | \$58.6 | \$88.9 | \$90.9 |
| Adj. EBITDA | \$89.9 | \$102.7 | \$104.5 | \$126.8 | \$152.5 | \$159.6 |
| D&A | \$51.8 | \$49.6 | \$47.2 | \$42.7 | \$40.1 | \$42.9 |
| Adj. EBIT | \$38.1 | \$53.1 | \$57.3 | \$84.0 | \$112.4 | \$116.7 |
| Debt | \$210.6 | \$157.2 | \$117.4 | \$52.9 | \$30.3 | \$68.8 |
| Cash | \$29.0 | \$30.9 | \$51.6 | \$40.1 | \$55.1 | \$58.5 |
| Shareholders' Equity | \$395.2 | \$330.2 | \$355.8 | \$419.8 | \$464.8 | \$454.6 |
| Invested Capital | \$576.8 | \$456.5 | \$421.6 | \$432.7 | \$440.1 | \$464.9 |
| Avg. Invested Capital | | \$516.6 | \$439.0 | \$427.1 | \$436.4 | \$452.5 |
| Avg. Shareholders' Equity | | \$362.7 | \$343.0 | \$387.8 | \$442.3 | \$459.7 |
| ROIC⁽¹⁾ | | 8.2% | 10.4% | 15.7% | 20.6% | 20.6% |
| ROE⁽²⁾ | | 8.7% | 11.9% | 15.1% | 20.1% | 19.8% |

Source: Company filings and public guidance.

(1) Return on Invested Capital is calculated as Adj. EBIT*(1 – Tax Rate) / (Average Shareholders' Equity + Average Net Debt). Adj. EBIT calculated as Adj. EBITDA – D&A. Average Shareholders' Equity and Average Net Debt calculated as average of beginning and ending balances of the period. Tax Rate assumed to be 25%, based on public guidance.

(2) Return on Equity is calculated as Adj. Net Income / Average Shareholders' Equity. Average Shareholders' Equity is calculated as average of beginning and ending balances of the period. Tax Rate assumed to be 25%, based on public guidance.

EXECUTIVE COMPENSATION

ALIGNED WITH SHAREHOLDERS

Performance-based compensation philosophy at target

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

2024 Annual Incentive Award

- 20% weighting on Revenue growth
- 35% weighting on Adjusted EBITDA growth
- 35% weighting on Adjusted EBITDA margin growth
- 10% weighting on working capital as a percentage of revenue (quarterly average)

2024 Long-Term Incentive (~70% performance based - shareholder alignment)

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

Shareholder approval of >92%+ since implementing Say-on-Pay

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