

# D.A. Davidson 2023 Industrials Conference



### SAFE HARBOR STATEMENT



Statements contained in this presentation that are not based on historical facts are "forward-looking statements" within the meaning of the Private Securities Litigation Reform Act of 1995. Forward-looking statements may be identified by the use of forward-looking terminology such as "should," "could," "may," "will," "expect," "believe," "estimate," "anticipate," "intends," "continue," or similar terms or variations of those terms or the negative of those terms. There are many factors that affect the Company's business and the results of its operations and that may cause the actual results of operations in future periods to differ materially from those currently expected or anticipated. These factors include, but are not limited to: the impact of pandemics such as the current coronavirus on employees, our supply chain, and the demand for our products and services around the world; materially adverse or unanticipated legal judgments, fines, penalties or settlements; conditions in the financial and banking markets, including fluctuations in exchange rates and the inability to repatriate foreign cash; domestic and international economic conditions, including the impact, length and degree of economic downturns on the customers and markets we serve and more specifically conditions in the automotive, construction, aerospace, transportation, food service equipment, consumer appliance, energy, oil and gas and general industrial markets; lower- cost competition; the relative mix of products which impact margins and operating efficiencies in certain of our businesses; the impact of higher raw material and component costs, particularly steel, certain materials used in electronics parts, petroleum based products, and refrigeration components; the impact of higher transportation and logistics costs, especially with respect to transportation of goods from Asia; an inability to realize the expected cost savings from restructuring activities including effective completion of plant consolidations, cost reduction efforts including procurement savings and productivity enhancements, capital management improvements, strategic capital expenditures, and the implementation of lean enterprise manufacturing techniques; the potential for losses associated with the exit from or divestiture of businesses that are no longer strategic or no longer meet our growth and return expectations; the inability to achieve the savings expected from global sourcing of raw materials and diversification efforts in emerging markets; the impact on cost structure and on economic conditions as a result of actual and threatened increases in trade tariffs; the inability to attain expected benefits from acquisitions and the inability to effectively consummate and integrate such acquisitions and achieve synergies envisioned by the Company; market acceptance of our products; our ability to design, introduce and sell new products and related product components; the ability to redesign certain of our products to continue meeting evolving regulatory requirements; the impact of delays initiated by our customers; our ability to increase manufacturing production to meet demand; and potential changes to future pension funding requirements. In addition, any forward-looking statements represent management's estimates only as of the day made and should not be relied upon as representing management's estimates as of any subsequent date. While the Company may elect to update forward-looking statements at some point in the future, the Company and management specifically disclaim any obligation to do so, even if management's estimates change.

# Standex International (SXI) - At a Glance

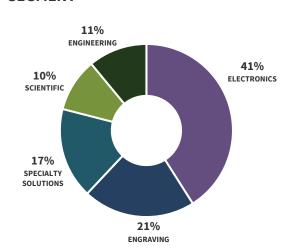


### Leading market positions, innovative solutions & strong customer value propositions

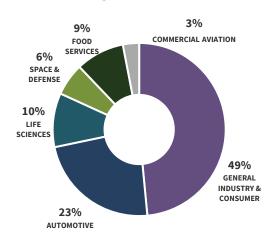
	HISTORY	HEADQUAF	RTERS	EMPLOYEES	LOCATIONS
Founded	1955; IPO in 1964	Salem,	Salem, NH		17 Countries
FY23 REVENUE	FY23 ADJ. OPERATING INCOME <sup>2</sup>	FY23 ADJ. OPERATING INCOME MARGIN <sup>2</sup>	MARKET CAP <sup>1</sup>	DIVIDEND YIELD	NET DEBT TO ADJ. EBITDA <sup>3</sup>
\$741M	\$113M	15.2%	\$1.9B	0.7%	-0.2x

#### **FY23 REVENUE PROFILE**

#### **SEGMENT**

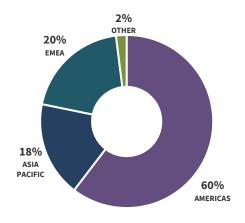


#### **END MARKETS**



#### **GEOGRAPHY**

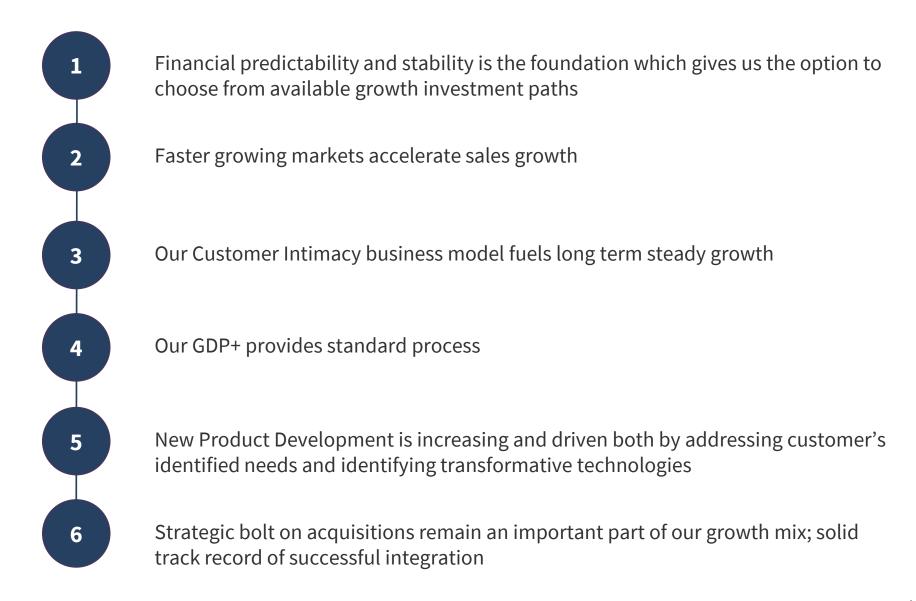
3TTM adjusted EBITDA of \$140M



<sup>&</sup>lt;sup>2</sup>Adjusted operating income/margin and adjusted EBITDA/margin excludes items such as litigation, purchase accounting and restructuring expenses.

### **Our Growth Framework**





# Successful Transformation to Operating Company



	FY2019 Pre- pandemic	FY2023
Sales (\$M)	791.6	741.0
Adj. Operating Margin %	10.6%	15.2%
Adj. EPS (\$)	4.03	6.70
R&D (\$M)	6.6	17.2
Free Cash Flow (\$M)	38.8	66.5



- Increased EPS <> 65%
- Nearly tripled R&D investments
- Record Free Cash Flow in FY 2023



### **DIVESTED non-strategic** businesses

- •Refrigeration Solutions Group
- Enginetics
- Procon Pumps

#### **ACQUIRED attractive bolt-ons**

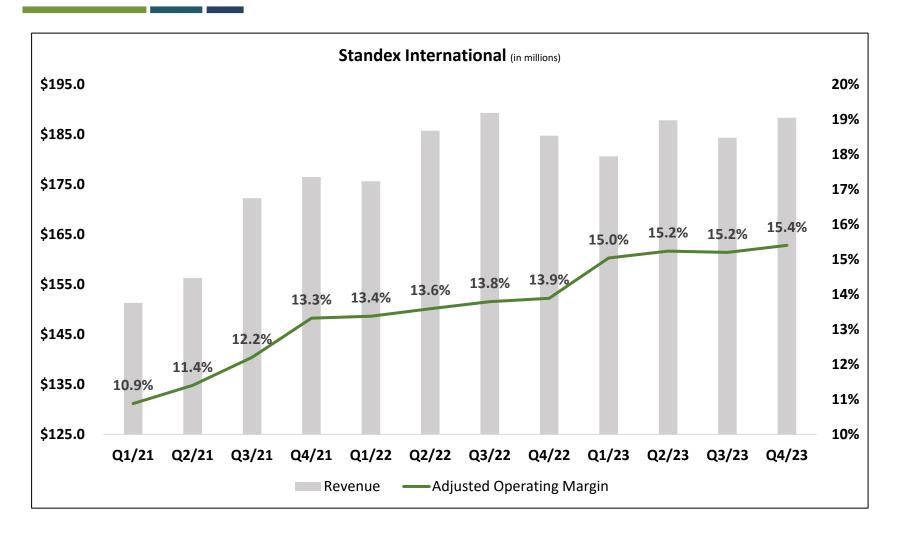
- Agile
- Tenibac
- GS Engineering
- Renco
- Sensor Solutions
- Minntronix (Q1 FY24)

#### **KEY INITIATIVES**

- Focused Growth and R&D Investments
- Enhanced Pricing Disciplines
- Financial Systems Optimization
- •G&A Cost-Out
- Shared Services Implementation

### Consistent Margin Expansion in Challenging Environment



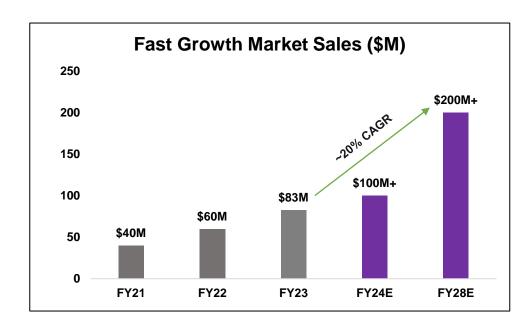


### Nine Consecutive Quarters of Record Adjusted Operating Margin

3/31/21 (Q3/21): divested Enginetics; 3/1/22 (Q3/22): acquired Sensor Solutions; 2/28/23 (Q3/23): divested Procon Pumps

### **Accelerating Sales into Fast Growth Markets**





TARGET SALES INTO FAST GROWTH MARKETS TO GROW TO 20% OR MORE OF OVERALL SALES

#### **Renewable Energy**

Solar market to remain strong with long term growth supported by government investments

#### **Electric Vehicles**

3X - 5X higher content in EV than ICE for the Electronics segment. Strong competitive position in safety isolation circuits.

#### **Soft Trim**

Auto OEM increasing focus on improving quality of textures in interiors. Opportunity for market share gains

#### **Commercialization of Space**

Long term trend of increased number of annual launches. Strong relationships with major players.

#### **Defense**

Well positioned for new programs in development and healthy long term defense spending plans

# High Value Content Supporting Electric Vehicle Applications





### Solar Application – Reed Relays for Inverters



- Medium Power Solar Inverter
- KT Reed Relay
- Switch rated insulation voltage 1500 V and breakdown voltage 3000 V.









**SOLAR TECHNOLOGY** 

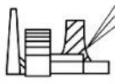




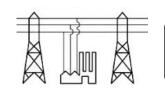
### **Support for Smart Grid Mondernization**



#### Generation







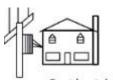
**Sub-station** 



**Distribution** 



Consumer





Power management module for solar plants



Off-grid renewable applications



Smart valve load balancing transformer



Capacitor failure monitoring



CTs for Recloser Control system



Overhead fault



Power cutoff



Remote power trip

Underground fault detection



Current transformer assembly



Transformers for temper proof smart meters

### **Facilitating the New Space Economy**



 Space market undergoing once-in-a-generation transformation & investment, generating incredible growth opportunity

#### **Increased Orbital Launches**

- Satellite Constellations
- Space Exploration
- Commercial Infrastructure (tourism, space stations)

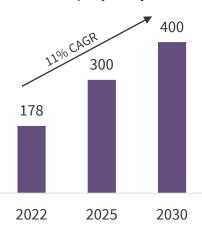
### **New Emerging Customers**

- Emerging small & medium launcher segment
- Start-ups seeking design & manufacture expertise
- International investment in sovereign launch capability

### **Adjacency Growth**

- New solutions emerging beyond fuel domes including:
  - Engine components
  - Pressurant tank liners
  - New launcher structures
  - Lander & Gateway applications

# Potential for 400+ orbital launches per year by 2030



Source: Industry & internal estimates



New launcher structures





Medium & small rocket fuel tank domes





Satellite components

# Strategic manufacturing partners for future Hydrogen Powered Aircraft



Uniquely positioned to support government and industry's pursuit of carbon-free flight

### Deep expertise and proven track record

- 30+ years delivering turnkey single-piece fuel tank dome solutions to the space sector
- Hydrogen aviation systems require extremely similar design robustness and technical features



### **Leading value proposition**

- Efficient manufacturing approach: spin forming reduces input weight of final product, lowering waste and material costs
- Single-piece construction: Eliminates welds, reducing risk, part count & process steps
- Collaborative design: Closely engaged with customer engineers to identify performance and cost improvements opportunities
- **Vertical integration**: Simplifies and reduces risk in supply chain

### **Supporting market "from airframers to start-ups"**

- Received contract from Airbus to manufacture prototype hardware for ZEROe program's cryogenic hydrogen storage tank
- Active with multiple other companies to develop hydrogen-powered aircraft tank solutions
  - Permanent & removable fuel storage
  - Cryogenic metallic tank & non-cryogenic COPV systems

### **Increased R&D Investment Driving New Product Introductions**



### **Recent Examples**







### **MHV Relay**

The MHV relay expands our relay portfolio with an innovative design that is the smallest high voltage reed relay in the world capable of switching 1kVDC.

### **Premium Cabinets**

Enters new segment with patented thermal controls. Applications in BioPharma and Academic research

#### **Heated Merchandiser**

Continued penetration into the heated merchandiser market through product line expansion

### **Focused Acquisition Approach**



#### STRATEGIC CRITERIA

- Complementary products, services or markets, clearly defined synergies
- Defensible competitive advantage
- Serves growing end market
- Strong cultural fit

#### FINANCIAL CRITERIA

- Accretive to EBITDA Margin
- IRR 15% with conservative assumptions
- Accretive to EPS in first full year

# **Executing On Our Acquisition Strategy**



Criteria	Horizon Scientific	OKI	Agile	Renco	Sensor Solutions	Minntronix
CY Acquired	2016	2017	2018	2020	2022	2023
Strategic Fit	Fast growth, medical market; complimentary to Nor-Lake product	Value chain expansion in reed switches, sensors, and relays	Applications for semi-conductor industry and factory automation	residential (smart home), grid optimization and industrials markets	Sensors for <b>electric vehicles</b> and industrial applications	Magnetics components in industrial automation, smart grid, and 5G
Growth / Profile	Active NPD Funnel with innovation & IP Strong sales channel	Market leader; superior quality and customer service	Strong engineering capabilities; high powered applications	Leveraging shift towards more efficient power conversion and distribution	Superior design capabilities	Custom applications; strong engineering capabilities
Synergies	Expanded product line; cross-selling opportunities	Market share gains	Complementary customers; cross-selling oppt's	Complimentary customer base and technology	High valued by existing SXI customers; ability to cross-sell	Complementary customer base and product line

### ACQUISITIONS CONTRIBUTED TO IMPROVED FINANCIAL PERFORMANCE

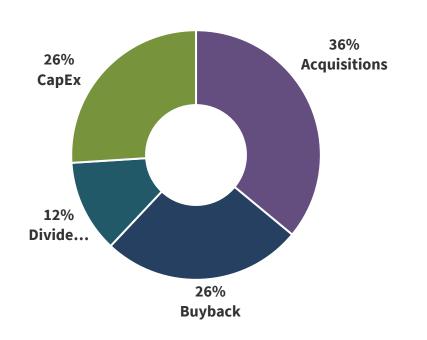
- Cumulative sales in year prior to acquisition of \$147M\*
- Sales grew to over \$250M in FY23\*
- Accretive to Standex margins

\*Minntronix not included in calculation

# **Standex Capital Allocation Framework**



### **FY19 - FY23 Capital Allocation**



**Maintenance Capital** ~ 1% of sales **Growth / Expansion Capital** ~ 2-3% of sales **Highest recent leverage** Pay down debt if highly ~2.5x in FY19 levered **Acquisitions delivering Acquisitions IRR ≥ 15%** ahead of projections Return cash to shareholders ~\$65M remaining on share in the form of increased repurchase authorization dividend or share buyback

DISCIPLINED FINANCIAL MANAGEMENT AND CAPITAL ALLOCATION

# Standex ESG Goals and Performance Reporting



### Progress in 2023









- All sites track and report on Energy use, Water use and waste and have identified improvement targets
- Developed and disclosed Standex Enterprise Level Environmental Policy
- Contracted outside consultant to calculate our Scope
   1&2 GHG emissions by Business Segment
- Rigorous safety culture and practices generate worldclass safety incident rates
- Developed and disclosed Standex Enterprise Level Human Rights Policy
- Established Inclusion Advisory Council
- Nomination and Governance Committee oversees Corporate ESG strategy
- Audit Committee maintains integrity of ESG metrics
- Develop strategies to address KPIs and track progress with external verification methods



Our commitment to business sustainability requires a long-term perspective, innovation, and collaboration. We will set goals, measure performance and continuously improve practices.

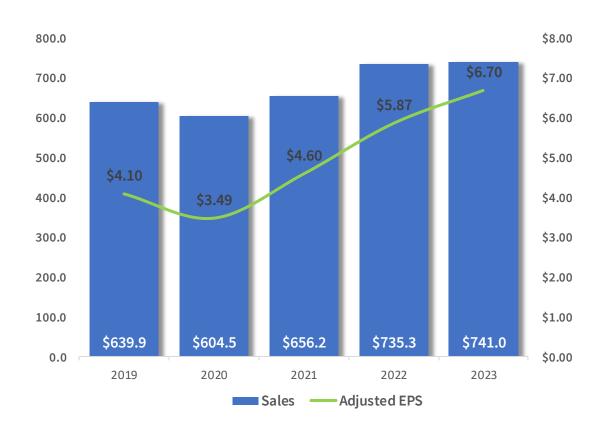


# FINANCIAL PERFORMANCE

### Sales and Adjusted EPS



#### Sales (\$ in millions) & Adjusted EPS



### Record FY 2023 Adj. EPS of \$6.70; Adj. EPS FY19-FY23 CAGR of 10.3%

4/1/19 (Q4/19): divested Cooking Solutions Group; 4/29/19 (Q4/19): acquired GS Engineering; 4/16/20 (Q4/20): divested Refrigerated Solutions Group; 7/16/20 (Q1/21): acquired Renco Electronics; 3/31/21 (Q3/21): divested Enginetics; 3/1/22 (Q3/22): acquired Sensor Solutions; 2/28/23 (Q3/23): divested Procon Pumps

### Adjusted Operating Income and Free Cash Flow



#### Adj. Operating Income & Free Cash Flow (\$ in millions)



### Record FY 2023 Adj. Operating Margin of 15.2%; FCF FY19-FY23 CAGR of 10.5%

4/1/19 (Q4/19): divested Cooking Solutions Group; 4/29/19 (Q4/19): acquired GS Engineering; 4/16/20 (Q4/20): divested Refrigerated Solutions Group; 7/16/20 (Q1/21): acquired Renco Electronics; 3/31/21 (Q3/21): divested Enginetics; 3/1/22 (Q3/22): acquired Sensor Solutions; 2/28/23 (Q3/23): divested Procon Pumps

### **Standex Financial Framework**



### **UPDATED LONGER-TERM TARGETS (by FY28)**

Sales > \$1B (High-single-digit organic growth)

Adj. Operating Margin > 19%

FCF Conversion ~100% GAAP Net Income

ROIC > 15%

#### **EXPECT SALES TO EXCEED \$1 BILLION WITHIN 5 YEARS**

- R&D expected to represent over 3% of total sales by FY28
- Projections exclude potential investments, revenue, and profits related to our solar energy project with ENEL
- Long-term target for ROIC applies to our current portfolio of businesses and excludes the impact of potential acquisitions
- Adjusted figures exclude the impact of restructuring charges, purchase accounting, insurance recoveries, discrete tax events, gain or loss on sale of a business unit, acquisition costs, and litigation costs.

### **Key Takeaways**



# Well-positioned to deliver sustainable, profitable growth as we have progressed from a portfolio company to an operating company

- Continued portfolio simplification has created a stronger mix of high-quality businesses with attractive growth rates and higher margin profile
- Standex's operating model, "The Value Creation System," continues to gain traction and enhance our execution
- Solid balance sheet position and consistent cash flow generation provide a strong foundation to execute on our expanding pipeline of new business opportunities

### Increasing investment in growth initiatives with attractive returns

- Targeted investments to support fast growth end markets
- Customer intimacy advantage yields long-term relationships and increased wallet share
- R&D spending is growing to support new product development
- Leverage technical and application expertise to develop new businesses and innovative product offerings
- Attractive acquisition pipeline complemented by disciplined approach



# **APPENDIX**



### **Electronics**

Segment Snapshot

FY23 Revenue

~\$306M

Long-Term Growth Rate Long Term EBIT Potential Industry Opportunity

**HSD** 

>25%

>\$5B



Sensor & Sensing Solutions: ~70% of

**Electronics Segment** 

Magnetics: ~30% of Electronics Segment



### **End Market**

# **Exposure**

- Industrial Applications | Transportation |
   Distribution | Contract Manufacturing |
   Consumer Electronics | Mil-Aero | Utilities
- Exposure to Fast Growth End Markets like Industrial Automation, Power Management, Renewable Energy Technologies, and Electric Vehicle related applications



# **Engraving**

Segment Snapshot

FY23 Revenue

~\$152M

Long-Term Growth Rate

**MSD** 

Long Term EBIT Potential

>20%

Industry Opportunity

>\$500M





### **End Market**

# **Exposure**

- Automotive | Consumer Applications
- Exposure to Fast Growth End Markets like Soft Trim, which will benefit from the transition to Electric Vehicles



### Scientific

Segment Snapshot

FY23 Revenue

~\$75M

Long-Term Growth Rate

**HSD** 

Long Term EBIT Potential

>20%

Industry Opportunity

>\$700M





# **End Market**

# **Exposure**

 Research | Clinical | Retail Pharmacy | Industrial



# **Engineered Technologies**

Segment Snapshot

FY23 Revenue

~\$81M

Long-Term Growth Rate

MSD+

Long Term EBIT Potential

>18%

Industry Opportunity

>\$500M





# **End Market**

# **Exposure**

- Space | Aviation | Defense | Energy | Medical
- Exposure to Fast Growth End Markets like the Commercialization of Space and Defense



# **Specialty Solutions**

Segment Snapshot

FY23 Revenue

~\$127M\*

Long-Term Growth Rate

**MSD** 

Long Term EBIT Potential

>20%

Industry Opportunity

>\$1B



**Federal Industries: 40% of Specialty Segment** 

**Custom Hoists: ~60% of Specialty Segment** 

# **End Market**

# **Exposure**

- Convenience Stores | Food Service | Schools
   | Hospitality | Specialty Markets
- Refuse | Dump Trailer | Dump Body

### **KEY Q4 FY23 MESSAGES**



#### **GROWTH PROFILE**

- Organic growth of ~ 7.8%; led by Engraving and Electronics with double digits organic growth YOY
- Fast growth market sales increased ~67% YOY to \$24 million in Q4 FY23. Fast growth market sales expected to increase >20% from \$83M in FY23 to >\$100M in FY24
- Acquired Minntronix for \$30M in cash. Expands Electronics' Engineering Capability, Key Customer Account Access, and exposure to 5G infrastructure

#### **OPERATING PERFORMANCE**

- Adjusted operating margin ~15.4%; 9th consecutive quarterly record; Record margin in FY23
- FCF generation of ~\$32.8M in Q4 FY23, up ~75% YOY; Record FCF in FY23
- Ongoing focus on return on invested capital with FY23 ROIC ~12.4%, up 130 bps YOY

### **OUTLOOK**

- In fiscal year 2024, expect high single digit sales growth; Expect continued margin expansion in FY24 ahead of the long-term financial outlook
- In Q1 FY24, on a YOY basis, expect slight increase in sales and a moderate increase in adjusted operating margin. On a sequential basis, expect slightly lower sales and similar to slightly higher adjusted operating margin
- Reaffirm long term financial outlook (by FY28) of high-single-digits organic growth, adj. operating margin of >19%, ROIC >15%, and FCF conversion at ~100% of GAAP net income

# **Q4 FY23 SUMMARY**



Standex International Corporation	Fourth Quarter E	nded June 3	0	
(\$ in millions)	Q4 FY23	Q4 FY22	Y/Y ∆%	Comments
Net sales	188.3	184.7	1.9%	Organic growth: 7.8% Acquisitions/Divestitures: -5.0% F/X: -0.8%
Adjusted operating income	29.1	25.7	13.2%	
Interest expense	1.2	1.4	-11.0%	
Provision for income taxes	7.0	4.1	69.9%	
Adjusted net income from continuing operation	s 21.2	18.6	13.7%	
Adjusted EPS	1.76	1.54	14.3%	
Diluted average shares	12.0	12.0	-0.2%	Repurchased ~50,900 shares in Q4 FY23
Percent of Revenues:	Q4 FY23	Q4 FY22	Y/Y ∆%	
Adjusted operating income	15.4%	13.9%	150 bps	Realization of price and productivity actions
Adjusted net income from continuing operations	11.3%	10.0%	130 bps	
Free Cash Flow Data:				
Cash provided by continuing operations	40.4	29.5	37.0%	-
Capital expenditures	7.6	10.8	-29.1%	
Free cash flow	32.8	18.7	74.8%	Cash conversion of ~158% of GAAP Net Income

Note: In millions, except percentages and EPS; Some totals will not foot due to rounding

# **Q4 FY23 SEGMENT SNAPSHOT**



Segment Breakdown (\$ in millions)	Q4 FY23	Q4 FY22	Y/Y ∆%	Comments
Net Sales by Segment				
Electronics	79.9	71.9	11.1%	Organic growth: 12.3%; F/X: -1.2%
Engraving	42.4	37.2	14.0%	Organic growth: 15.5%; F/X: -1.4%
Scientific	18.3	18.8	-2.6%	Higher sales in research & academics offset by lower COVID storage
Engineering Technologies	21.8	21.6	1.3%	Organic growth: 1.3%
Specialty Solutions	25.9	35.3	-26.6%	Organic growth: -1.6%; Divestiture: -25.1%
Total	188.3	184.7	1.9%	•
Adjusted Income from Operations by Seg	ment			
Electronics	16.8	16.2	3.8%	Higher sales & operational improvements, mostly offset by unfavorable mix
Engraving	7.9	6.0	30.9%	Higher sales and realization of productivity actions
Scientific	4.7	3.7	25.7%	Lower freight cost and realization of productivity actions
Engineering Technologies	3.1	3.2	-4.4%	Higher mix of development projects mostly offset by productivity actions
Specialty Solutions	6.4	5.4	19.1%	Higher sales in Display Merchandising and operational improvements
Corporate	(9.8)	(8.9)	10.4%	
Total Adjusted Income from Operations	29.1	25.7	13.2%	
Adjusted Operating Income Margin by Se	gment			
Electronics	21.0%	22.5%	-150 bps	
Engraving	18.6%	16.2%	240 bps	
Scientific	25.5%	19.8%	570 bps	
Engineering Technologies	14.2%	15.0%	-80 bps	
Specialty Solutions	24.8%	15.3%	950 bps	
Total Adjusted Operating Income Margin	15.4%	13.9%	150 bps	

Note: Some totals will not foot due to rounding

# **Q4 FY23 REVENUE DRIVERS**



Q4 FY23 YOY Change %	Electronics	Engraving	Scientific	Engineering Technologies	Specialty Solutions	Total
Organic	12.3%	15.5%	(2.6%)	1.3%	(1.6%)	7.8%
Divestiture	0.0%	0.0%	0.0%	0.0%	(25.1%)	(5.0%)
Acquisitions	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Currency	(1.2%)	(1.4%)	0.0%	0.0%	0.0%	(0.8%)
Total	11.1%	14.0%	(2.6%)	1.3%	(26.6%)	1.9%

Note: Some totals will not foot due to rounding

# Reconciliation of GAAP to Non-GAAP Financial Measures



### (FY23 to FY19)

	Year Endec June 30,	1
Adjusted earnings per share from continuing operations:	2023	2019
Diluted earnings per share from continuing operations, as reported	\$11.59	\$3.74
Adjustments:	0.24	0.10
Restructuring charges  Acquisition-related costs	0.24	0.10
Litigation (settlement refund) charge (Gain) loss on sale of business	(0.06) (5.13)	-
Environmental remediation  Provision insurance deductible	0.02	0.03
Discrete tax items Purchase accounting expenses	0.01	(0.06) 0.04
Diluted earnings per share from continuing operations, as adjusted	\$6.70	\$4.03

# Q4 FY23 GAAP TO NON-GAAP INCOME BRIDGE



Standex International Corporation		Q4	Q4 FY23			Q4 FY22				% Change	
	Pre-tax <u>Income</u>	<u>Tax</u>	Net <u>Income</u>	<u>EPS</u>	Pre-tax Income	<u>Tax</u>	Net <u>Income</u>	<u>EPS</u>	Pre-tax Income	Net <u>Income</u>	<u>EPS</u>
Reported - GAAP	\$27.2	\$(7.0)	\$20.2	\$1.68	\$17.4	\$(4.1)	\$13.2	\$1.10	56.8	52.7	52.7
Add:											
Restructuring charges	0.5	(0.1)	0.4	0.03	1.9	(0.4)	1.5	0.12			
Purchase accounting	-	-	-	-	0.4	(0.1)	0.3	0.03			
Acquisition-related costs	0.1	(0.0)	0.1	-	-	-	-	-			
Environmental remediation	-	-	-	-	-	-	-	-			
Litigation charge	-	-	-	-	4.0	(0.9)	3.1	0.26			
Less:											
Discrete tax items	-	-	-	-	-	0.4	0.4	0.03			
Adjusted	\$27.8	\$(6.6)	\$21.2	\$1.76	\$23.7	\$(5.1)	\$18.6	\$1.54	17.0	13.9	14.3
Diluted Shares				12,009				12,033			

Note: In millions, except percentages and EPS; Some totals will not foot due to rounding

### **Q4 FY23 CAPITALIZATION**



Standex International Corporation (\$ in millions)	6/30/2023	3/31/2023
Debt including issuance costs	173.4	173.3
Cash	195.7	175.3
Net (Cash) Debt	(22.3)	(2.0)
Net Debt to Capital Ratio	-3.8%	-0.3%
Funded Debt to Capital	22.2%	22.3%
Leverage Ration per Bank Credit Agreement	0.84	0.89
TTM Adjusted EBITDA	139.5	135.8
Net Debt to Adjusted EBITDA	-0.2x	0.0x

#### **CAPITAL SPENDING AND D&A**

- \$7.6M of CAPEX in Q4 FY23 compared to \$10.8M in Q4 FY22
- CAPEX expected to be between \$35M to \$40M in FY24
- Expect depreciation between \$22.0M and \$24.0M in FY24
- Expect amortization between \$8.0M and \$10.0M in FY24

### **FAVORABLE LIQUIDITY PROFILE**

- Net debt to adj. EBITDA of -0.2x
- Net debt to total capital of -3.8%
- ~\$372M of available liquidity

STRONG BALANCE SHEET AND SIGNIFICANT FINANCIAL FLEXIBILITY