# NTiMas 

Third Quarter 2016 Earnings Presentation

October 27, 2016

## Forward-Looking Statement

## Forward-Looking Statement

Any "forward-looking" statements, within the meaning of Section 27A of the Securities Act of 1933 and Section 21E of the Securities Exchange Act of 1934, contained herein, including those relating to the Company's business, financial condition or future results, involve risks and uncertainties with respect to, including, but not limited to: the Company's leverage; liabilities imposed by the Company's debt instruments; market demand; competitive factors; supply constraints; material and energy costs; intangible assets, including goodwill or other intangible asset impairment charges; technology factors; litigation; government and regulatory actions; the Company's accounting policies; future trends; general economic and currency conditions; the potential impact of Brexit; various conditions specific to the Company's business and industry; the Company's ability to identify attractive acquisition candidates, successfully integrate acquired operations or realize the intended benefits of such acquisitions; potential costs and savings related to facility consolidation activities; future prospects of the Company; and other risks that are detailed in the Company's Annual Report on Form 10-K for the fiscal year ended December 31, 2015. These risks and uncertainties may cause actual results to differ materially from those indicated by the forward-looking statements. All forward-looking statements made herein are based on information currently available, and the Company assumes no obligation to update any forward-looking statements.

## Non-GAAP Financial Measures

In this presentation, certain non-GAAP financial measures may be used. Reconciliations of these non-GAAP financial measures to the most directly comparable GAAP financial measure may be found in the Appendix at the end of this presentation or in the earnings releases available on the Company's website. Additional information is available at www.trimascorp.com under the "Investors" section.

Please see the Appendix for details regarding certain costs, expenses and other amounts or charges, collectively described as "Special Items," that are included in the determination of net income, earnings per share and/or cash flows from operating activities under GAAP, but that management believes should be separately considered when evaluating the quality of the Company's core operating results, given they may not reflect the ongoing activities of the business. Management believes that presenting these non-GAAP financial measures, on an after Special Items basis, provides useful information to investors by helping them identify underlying trends in the Company's businesses and facilitating comparisons of performance with prior and future periods. These non-GAAP financial measures should be considered in addition to, and not as a replacement for or superior to, the comparable GAAP financial measures.

## Agenda

- Opening Remarks
- Financial Highlights
- Segment Highlights
- Outlook and Summary
- Questions and Answers
- Appendix

Presenters Include:

- Thomas Amato, President and Chief Executive Officer
- Robert Zalupski, Chief Financial Officer
- Sherry Lauderback, Vice President, Investor Relations


## NTiMas

## Opening Remarks

## Opening Remarks - First 100 Days

First 100 Days Focus

Visited 17 facilities and performed on-site operational assessments

Reviewed existing business model and cadence of leadership interaction

Initiated customer visits

Reviewed annual budget and strategic planning processes

Met with and listened to many TriMas investors

## Actions

Accelerating opportunities to further optimize cost structure and improve operations

Introducing new TriMas Business Model with increased connectivity and improved analytics

Reviewing capacity and process technology to position TriMas for growth opportunities and exceeding customer expectations

Implementing a more rigorous 2017 budget process with better linkage to the long-term strategic plan

Received excellent input and look forward to continued dialogue

Implementing a data-driven, fact-based review process to set TriMas' future direction.

## Opening Remarks - Key Observations

$\checkmark$ TriMas' businesses brand names are well-recognized and respected within the end markets we serve
$\checkmark$ Our product technology and processing know-how, customer and regulatory approvals, and established asset base provide unique barriers to entry
$\checkmark$ Our business performance and capital structure allow for solid cash flow to re-invest and de-leverage, even in softer markets
$\checkmark$ TriMas employees demonstrate a deep pride in our businesses
$\checkmark$ There are many opportunities available to further enhance performance by driving a culture of continuous improvement and accelerating growth in high potential areas

## NTiMas

Financial Highlights

## Third Quarter Summary

(Unaudited, dollars in millions, except per share amounts)

| (from continuing operations) | Q3 2016 | Q3 2015 | Variance |
| :--- | ---: | ---: | ---: |
| Net Sales | $\$ 202.3$ | $\$ 222.2$ | $(9.0 \%)$ |
| Operating Prof it | $\$ 17.8$ | $\$ 21.6$ | $(17.5 \%)$ |
| Excluding Special Items, Operating Profit would have been: | $\$ 28.1$ | $\$ 29.9$ | $(5.8 \%)$ |
| Excluding Special Items, Operating profit margin would have been: | $13.9 \%$ | $13.4 \%$ | 50 bps |
| Income | $\$ 8.8$ | $\$ 11.7$ | $(25.0 \%)$ |
| $\quad$ Excluding Special Items, Income would have been: | $\$ 16.1$ | $\$ 17.8$ | $(9.5 \%)$ |
| Diluted Earnings Per Share | $\$ 0.19$ | $\$ 0.26$ | $(26.9 \%)$ |
| $\quad$ Excluding Special Items, Diluted Earnings Per Share would have been: | $\$ 0.35$ | $\$ 0.39$ | $(10.3 \%)$ |

- Q3 2016 sales declined 9\% as compared to Q3 2015; however, sales were consistent with Q1 and Q2 2016
- Slightly higher year-over-year sales in our Packaging and Aerospace segments were more than offset due primarily to continued weakness in the oil and gas end markets
- Q3 operating profit margin, excluding Special Items, increased 50 bps, as the positive impact of the Financial Improvement Plan more than offset the impact of reduced sales
- Achieved Q3 EPS, excluding Special Items, of $\$ 0.35$, driven primarily by streamlining costs

Expanded operating profit margin, excluding Special Items, despite continued end market weakness.

## EPS Bridge from Q3 2015 to Q3 2016

(For illustrative purposes)


- Significant year-over-year impact related to lower energy-facing business volume
- Cost reduction actions, including impacts of the Financial Improvement Plan, helping to offset lower sales volumes
- Tax rate higher due to mix of more income in the United States versus lower-tax foreign jurisdictions

Mitigated the majority of end market challenges through aggressive cost reduction actions.

## Third Quarter Summary

| (from continuing operations) | Q3 2016 | Q3 2015 | Variance |
| :--- | ---: | ---: | ---: |
| Free Cash Flow ${ }^{(1)}$ | $\$ 11.2$ | $\$ 1.5$ | $\$ 9.7$ |
| Capital Expenditures | $\$ 9.4$ | $\$ 7.4$ | $\$ 2.0$ |
| Inventories | $\$ 171.3$ | $\$ 176.4$ | $(\$ 5.1)$ |
| Total Debt | $\$ 402.4$ | $\$ 453.1$ | $(\$ 50.7)$ |
| Cash | $\$ 22.5$ | $\$ 22.5$ | $\$ 0.0$ |
| Net Debt | $\$ 379.9$ | $\$ 430.6$ | $(\$ 50.7)$ |

- Generated Free Cash Flow of \$11.2 million in Q3 2016 after considering investment in capex
- Capital investment included new lower-cost capacity for the Packaging segment and the installation of a second cylinder forge in Engineered Components to improve manufacturing flexibility and efficiency, as well as provide incremental capacity
- Intensified focus on increasing cash flow through operating performance improvements and reduced investments in inventory
- Reduced total debt by $\$ 50.7$ million in the LTM period ended Q3 2016
- Committed to ensuring we have adequate capital to invest in growth opportunities, while continuing to de-lever
- Ended the quarter with cash and available liquidity of approximately $\$ 100.9$ million

Increased attention on Free Cash Flow as part of the new TriMas Business Model.

## NTiMas

## Segment Highlights

## Packaging Segment

(Unaudited, dollars in millions)

| Financial Summary | Q3 2016 | Q3 2015 | Variance |
| :--- | :---: | :---: | :---: |
| Sales | $\$ 90.3$ | $\$ 87.9$ | $2.7 \%$ |
| Operating Profit, excluding <br> Special Items | $\$ 21.8$ | $\$ 22.2$ | $-1.8 \%$ |
| Margin, excluding Special Items | $24.1 \%$ | $25.2 \%$ | -110 bps |

Markets, Products \& Brands

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## Quarterly Comments

- Excluding the impact of unfavorable currency exchange, sales increased more than $5 \%$ as compared to prior year
- Increased sales to the health, beauty and home care, and industrial end markets
- Profit and related margin, excluding Special Items, declined slightly due to higher SG\&A spending related to growth initiatives and the reversal of acquisition-related liabilities in Q3 2015 that did not recur in Q3 2016


## Actions

- Aligning global marketing and sales force with end markets and customers
- Establishing new manufacturing site in Mexico to expand capacity serving the Americas
- Leveraging product innovation centers to support global customers (United Kingdom, United States and India)
- Executing on productivity initiatives to fund global growth and product expansion


## Positioning business for customer innovation and continued growth.

## Aerospace Segment

(Unaudited, dollars in millions)

| Financial Summary | Q3 2016 | Q3 2015 | Variance |
| :--- | :---: | :---: | :---: |
| Sales | $\$ 47.4$ | $\$ 45.4$ | $4.5 \%$ |
| Operating Profit, excluding <br> Special Items | $\$ 7.9$ | $\$ 8.2$ | $-4.0 \%$ |
| Margin, excluding Special Items | $16.7 \%$ | $18.1 \%$ | -140 bps |

## Quarterly Comments

- Sales increased due to the acquisition of a machined components facility in Q4 2015; partially offset by lower demand from distribution customers
- Increased production throughput in the Monogram facilities and reduced the number of past due orders
- Profit and related margin, excluding Special Items, declined due to incremental costs related to shorter-term production inefficiencies and a less favorable product mix


## Actions

- Executing plan to increase manufacturing throughput and improve production efficiencies
- Developing and qualifying new highly-engineered products; qualifying existing products for new applications and new customers
- Leveraging a single aerospace platform to better serve customers and enhance margins

Intensifying focus on manufacturing performance and delivery improvements.

## Energy Segment

(Unaudited, dollars in millions)

| Financial Summary | Q3 2016 | Q3 2015 | Variance |
| :--- | :---: | :---: | :---: |
| Sales | \$38.2 | $\$ 51.6$ | $-25.9 \%$ |
| Operating Profit, excluding <br> Special Items | $\$ 1.8$ | $\$ 2.3$ | $-23.0 \%$ |
| Margin, excluding Special Items | $4.6 \%$ | $4.5 \%$ | 10 bps |

## Quarterly Comments

- Sales decreased due to reduced demand from downstream oil and gas customers, lower levels of new facility engineering and construction activity and lower international branch sales
- Cost savings achieved from restructuring actions mostly offset the impact of the reduced sales levels and lower related fixed cost absorption


## Markets, Products \& Brands



Sealing Global - Servicing Local

## Actions

- Driving continued manufacturing and operational improvements across all locations
- Accelerating and broadening the move of the manufacture of standard products from Houston to Reynosa
- On-going assessment of the global footprint to optimize fixed and SG\&A cost structure given continued soft end markets

Accelerating performance improvement plans.

## Engineered Components Segment

(Unaudited, dollars in millions)

| Financial Summary | Q3 2016 | Q3 2015 | Variance |
| :--- | :---: | :---: | :---: |
| Sales | $\$ 26.3$ | $\$ 37.3$ | $-29.5 \%$ |
| Operating Profit, excluding <br> Special Items | $\$ 3.4$ | $\$ 4.5$ | $-23.7 \%$ |
| Margin, excluding Special Items | $13.0 \%$ | $12.0 \%$ | 100 bps |

Markets, Products \& Brands


## Quarterly Comments

- Cylinder sales declined due to weaker industrial end markets and customer consolidation
- Engine and compressor sales decreased as a result of continued low oil prices and related reduced oil and gas drilling activities
- Operating profit, excluding Special Items, decreased as a result of reduced sales levels and lower fixed cost absorption, while margin improved due to further reductions in cost structure and productivity initiatives


## Actions

- Re-assessing fixed and SG\&A cost structure given continued soft end markets
- Adding incremental cylinder capabilities and longer-term capacity
- Seeking to enter new product-use markets such as hydrogen applications
- Expanding engine and compressor product lines to diversify and reduce end-market cyclicality

Tight cost management mitigating impact of lower end market volume.

## Segment Performance Summary

Sales

|  | Q3 <br> 2016 | Q2 <br> 2016 | Q3 <br> 2015 | FY <br> 2015 |
| :--- | :---: | :---: | :---: | :---: |
| Packaging | $\$ 90.3$ | $\$ 88.1$ | $\$ 87.9$ | $\$ 334.3$ |
| Aerospace | $\$ 47.4$ | $\$ 44.1$ | $\$ 45.4$ | $\$ 176.5$ |
| Energy | $\$ 38.2$ | $\$ 40.0$ | $\$ 51.6$ | $\$ 193.4$ |
| Engineered <br> Components | $\$ 26.3$ | $\$ 31.2$ | $\$ 37.3$ | $\$ 159.8$ |
| TriMas | $\$ 202.3$ | $\$ 203.3$ | $\$ 222.2$ | $\$ 864.0$ |

Operating Profit Margin
(excluding Special Items)

|  | Q3 <br> 2016 | Q2 <br> 2016 | Q3 <br> 2015 | FY <br> $\mathbf{2 0 1 5}$ |
| :--- | :---: | :---: | :---: | :---: |
| Packaging | $24.1 \%$ | $25.0 \%$ | $25.2 \%$ | $24.0 \%$ |
| Aerospace | $16.7 \%$ | $11.4 \%$ | $18.1 \%$ | $18.1 \%$ |
| Energy | $4.6 \%$ | $4.5 \%$ | $4.5 \%$ | $-0.8 \%$ |
| Engineered <br> Components | $13.0 \%$ | $12.4 \%$ | $12.0 \%$ | $13.6 \%$ |
| Segment | $17.2 \%$ | $16.1 \%$ | $16.7 \%$ | $15.3 \%$ |

Strong or improving operating profit margins in each segment, despite continued soft sales activity.

## NTiMas

## Outlook and Summary

## Updated FY 2016 Segment Assumptions

|  | Sales ${ }^{(1)}$ | Operating Profit Margin (excl. Special lems) | Full Year 2016 Commentary |
| :---: | :---: | :---: | :---: |
| Packaging | $2 \%-3 \%$ <br> Previous <br> 3\%-5\% | 23\%-24\% | - Stronger U.S. dollar and customer product launch delays into 2017 are moderating sales growth expectations <br> - Maintaining targeted profit margin levels |
| Aerospace | 0\%-2\% | 11\%-13\% | - Stable OE build rates and acquisition-related sales increases, largely offset by the impact of lower distribution orders <br> - Near-term production inefficiencies, integration costs and less favorable product sales mix impacting sales and profitability |
| Energy | (15\%) - (20\%) | 4\% - 6\% | - Sales impacted by reduced upstream and downstream channel spending and exiting of lower margin business <br> - Margin level positively impacted by restructuring activities |
| Engineered Components | $\begin{gathered} (20 \%)-(25 \%) \\ \text { Previous } \\ (15 \%)-(20 \%) \end{gathered}$ | 13\%-15\% | - Industrial market slowdown and customer consolidation impacting cylinder sales <br> - Maintaining operating profit margins despite lower cylinder, engine and compressor sales |

[^0]Continue to experience top-line pressures, but holding margin rates through cost reduction.

## Updated FY 2016 Outlook



Note: All of the figures on this slide exclude any current and future Special Items.

## 2017 Preliminary Thoughts

TriMas
Segment

## Preliminary Comments

- Anticipate low to mid single-digit sales growth dependent on GDP growth, ramp of customer new Packaging


## Aerospace

## Enterprise-wide

Costs
product launches and the impact of currency exchange

- Continue to focus on manufacturing productivity to maintain targeted operating margin
- Anticipate low to mid single-digit sales growth dependent on aerospace build rates, ramp of awarded products/programs and changes in distribution customer demand
- Continue to focus on driving manufacturing efficiencies and improved operating profitability
- Anticipate continued sales softness related to oil and gas end markets; improvement may provide


## Energy

 additional sales opportunities- Continue to improve margin performance by leveraging cost reductions; may seek to deemphasize certain underperforming regions
- Anticipate continued sales softness related to oil and gas end markets; improvement may provide Engineered additional sales opportunities
- Anticipate customer consolidation will continue to pressure industrial cylinder demand
- Continued focus on cost structure to maintain margins in light of end market softness

Anticipate earnings expansion in the face of end market challenges.

## Summary

- Operate under the new TriMas Business Model, with a nearer-term focus on driving performance improvement within the Energy and Aerospace segments
- Focus on managing cash flow and optimizing operational structure
- Continue to assess capacity, process technology and innovation pipeline to enhance growth
- Ensure all facility rationalization steps are well-executed and continue to assess manufacturing footprint
- Drive a culture of continuous improvement through employee engagement


## NTiMas

Questions and Answers

## - TriMas

Appendix

## Third Quarter YTD Summary

(Unaudited, dollars in millions, except per share amounts)

| (from continuing operations) | Q3 YTD 2016 | Q3 YTD 2015 | Variance |
| :--- | ---: | ---: | ---: |
| Net Sales | $\$ 608.5$ | $\$ 671.2$ | $(9.3 \%)$ |
| Operating Profit | $\$ 52.9$ | $\$ 63.8$ | $(17.1 \%)$ |
| Excluding Special Items, Operating Profit wo uld have been: | $\$ 75.6$ | $\$ 79.6$ | $(5.0 \%)$ |
| Excluding Special Items, Operating profit margin would have been: | $12.4 \%$ | $11.9 \%$ | 50 bps |
| Income | $\$ 27.6$ | $\$ 32.1$ | $(14.3 \%)$ |
| $\quad$ Excluding Special Items, Income would have been: | $\$ 44.1$ | $\$ 45.4$ | $(2.9 \%)$ |
| Diluted Earnings Per Share | $\$ 0.60$ | $\$ 0.70$ | $(14.3 \%)$ |
| $\quad$ Excluding Special Items, Diluted Earnings Per Share would have been: | $\$ 0.96$ | $\$ 1.00$ | $(4.0 \%)$ |
| Free Cash Flow ${ }^{(1)}$ | $\$ 39.5$ | $\$ 9.1$ | $334.0 \%$ |
| Total Debt | $\$ 402.4$ | $\$ 453.1$ | $(11.2 \%)$ |

- YTD 2016 sales declined approximately $9 \%$ as compared to YTD 2015 - weakness in the oil-related and industrial end markets, aerospace distributor volumes and unfavorable currency exchange more than offset organic initiatives and the results of a recent acquisition
- YTD 2016 operating profit margin percentage, excluding Special Items, increased 50 basis points as the positive impact of the Financial Improvement Plan and continuous improvement initiatives more than offset the impact of reduced sales and related lower fixed cost absorption
- Solid Free Cash Flow generation in YTD 2016; reduced total debt by $\$ 50.7$ million as compared to Q3 2015


## Updated FY 2016 Additional Assumptions



## Condensed Consolidated Balance Sheet

(Dollars in thousands)

|  | $\begin{gathered} \text { September 30, } \\ 2016 \\ \hline \end{gathered}$ |  | $\begin{gathered} \text { December 31, } \\ 2015 \end{gathered}$ |  |
| :---: | :---: | :---: | :---: | :---: |
|  | (unaudited) |  |  |  |
| Assets |  |  |  |  |
| Current assets: |  |  |  |  |
| Cash and cash equivalents. | \$ | 22,550 | \$ | 19,450 |
| Receivables, net. |  | 130,440 |  | 121,990 |
| Inventories. |  | 171,260 |  | 167,370 |
| Prepaid expenses and other current assets. |  | 7,530 |  | 17,810 |
| Total current assets |  | 331,780 |  | 326,620 |
| Property and equipment, net. |  | 182,000 |  | 181,130 |
| Goodwill. |  | 377,380 |  | 378,920 |
| Other intangibles, net. |  | 258,400 |  | 273,870 |
| Other assets. |  | 8,840 |  | 9,760 |
| Total assets. | \$ | 1,158,400 | \$ | 1,170,300 |
| Liabilities and Shareholders' Equity |  |  |  |  |
| Current liabilities: |  |  |  |  |
| Current maturities, long-term debt. | \$ | 13,840 | \$ | 13,850 |
| Accounts payable. |  | 76,140 |  | 88,420 |
| Accrued liabilities. |  | 45,950 |  | 50,480 |
| Total current liabilities. |  | 135,930 |  | 152,750 |
| Long-term debt, net.. |  | 388,580 |  | 405,780 |
| Deferred income taxes. |  | 9,530 |  | 11,260 |
| Other long-term liabilities........................................................... |  | 57,350 |  | 53,320 |
| Total liabilities. |  | 591,390 |  | 623,110 |
| Total shareholders' equity................................................... |  | 567,010 |  | 547,190 |
| Total liabilities and shareholders' equity. | \$ | 1,158,400 | \$ | 1,170,300 |

## Consolidated Statement of Operations

(Unaudited, dollars in thousands, except for per share amounts)

|  | Three months ended September 30, |  |  |  | Nine months ended September 30, |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | 2016 |  | 2015 |  | 2016 |  | 2015 |  |
| Net sales. |  | 202,290 | \$ | 222,190 | \$ | 608,490 |  | 671,220 |
| Cost of sales. |  | (144,240) |  | $(159,720)$ |  | $(437,440)$ |  | $(484,110)$ |
| Gross profit. |  | 58,050 |  | 62,470 |  | 171,050 |  | 187,110 |
| Selling, general and administrative expenses. |  | $(40,260)$ |  | $(40,910)$ |  | $(118,150)$ |  | $(123,320)$ |
| Operating profit. |  | 17,790 |  | 21,560 |  | 52,900 |  | 63,790 |
| Other expense, net: |  |  |  |  |  |  |  |  |
| Interest expense. |  | $(3,480)$ |  | $(3,440)$ |  | $(10,230)$ |  | $(10,610)$ |
| Debt financing and extinguishment costs. |  |  |  |  |  |  |  | $(1,970)$ |
| Other expense, net. |  | (200) |  | (720) |  | (130) |  | $(2,330)$ |
| Other expense, net. |  | $(3,680)$ |  | $(4,160)$ |  | $(10,360)$ |  | $(14,910)$ |
| Income from continuing operations before income tax expense. |  | 14,110 |  | 17,400 |  | 42,540 |  | 48,880 |
| Income tax expense.. |  | $(5,330)$ |  | $(5,690)$ |  | $(14,980)$ |  | $(16,740)$ |
| Income from continuing operations. |  | 8,780 |  | 11,710 |  | 27,560 |  | 32,140 |
| Loss from discontinued operations, net of tax.. |  | - |  | - |  | - |  | $(4,740)$ |
| Net income. |  | 8,780 |  | 11,710 |  | 27,560 |  | 27,400 |
| Earnings per share - basic: |  |  |  |  |  |  |  |  |
| Continuing operations... |  | \$ 0.19 | \$ | 0.26 | \$ | 0.61 | \$ | \$ 0.71 |
| Discontinued operations. |  |  |  |  |  |  |  | (0.10) |
| Net income per share. |  | 0.19 | \$ | 0.26 | \$ | 0.61 |  | 0.61 |
| Weighted average common shares - basic |  | 45,435,936 |  | 45,157,412 |  | 45,381,592 |  | 45,102,067 |
| Earnings per share - diluted: |  |  |  |  |  |  |  |  |
| Continuing operations... |  | \$ 0.19 | \$ | 0.26 | \$ | 0.60 | \$ | \$ 0.70 |
| Discontinued operations. |  | - |  | - |  | - |  | (0.10) |
| Net income per share... |  | \$ 0.19 | \$ | 0.26 | \$ | 0.60 |  | 0.60 |
| Weighted average common shares - diluted |  | 45,760,455 |  | 45,499,104 |  | 45,713,873 |  | 45,439,618 |

## Consolidated Statement of Cash Flow

(Unaudited, dollars in thousands)


## Company \& Business Segment Financial Information $\boldsymbol{\Sigma}$ TriMas

(Unaudited, dollars in thousands, from continuing operations)

| Packaging |  |
| :---: | :---: |
|  | Net sales.. |
| Operating profit. |  |
| Special Items to consider in evaluating operating profit: |  |
| Severance and business restructuring costs. |  |
| Excluding Special Items, operating profit would have been. |  |
| Aerospace |  |
|  | Net sales.. |
| Operating profit. |  |
| Special Items to consider in evaluating operating profit: |  |
| Severance and business restructuring costs. |  |
| Excluding Special Items, operating profit would have been. |  |
| Energy |  |
|  | Net sales. |
| Operating loss. |  |
| Special Items to consider in evaluating operating profit (loss): |  |
| Severance and business restructuring costs. |  |
| Excluding Special Items, operating profit would have been. |  |
| Engineered Components |  |
| Net sales.. |  |
| Operating profit. |  |
| Special Items to consider in evaluating operating profit: |  |
| Severance and business restructuring costs.. |  |
| Excluding Special Items, operating profit would have been. |  |
| Corporate expenses |  |
|  | Operating loss. |
| Special Items to consider in evaluating operating loss: |  |
| Severance and business restructuring costs.. |  |
| Excluding Special Items, operating loss would have been. |  |
| Total Continuing Operations |  |
| Net sales.. |  |
| Operating profit. |  |
| Total Special Items to consider in evaluating operating profit......Excluding Special Items, operating profit would have been. |  |
|  |  |


|  | Three months ended September 30, |  |  | Nine months ended September 30, |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | 2016 |  | 2015 |  | 2016 |  | 2015 |
| \$ | 90,330 | \$ | 87,930 | \$ | 258,550 | \$ | 256,470 |
| \$ | 20,090 | \$ | 21,870 | \$ | 59,340 | \$ | 60,090 |
| \$ | 1,660 | \$ | 280 | \$ | 2,720 | \$ | 710 |
| \$ | 21,750 | \$ | 22,150 | \$ | 62,060 | \$ | 60,800 |
| \$ | 47,430 | \$ | 45,380 | \$ | 132,020 | \$ | 134,340 |
| \$ | 6,660 | \$ | 7,110 | \$ | 13,670 | \$ | 22,410 |
| \$ | 1,240 | \$ | 1,120 | \$ | 2,800 | \$ | 2,740 |
| \$ | 7,900 | \$ | 8,230 | \$ | 16,470 | \$ | 25,150 |
| \$ | 38,230 | \$ | 51,600 | \$ | 122,930 | \$ | 152,910 |
| \$ | $(1,870)$ | \$ | $(3,560)$ | \$ | $(8,570)$ | \$ | $(10,390)$ |
| \$ | 3,640 | \$ | 5,860 | \$ | 13,230 | \$ | 11,200 |
| \$ | 1,770 | \$ | 2,300 | \$ | 4,660 | \$ | 810 |
| \$ | 26,300 | \$ | 37,280 | \$ | 94,990 | \$ | 127,500 |
| \$ | 3,180 | \$ | 4,380 | \$ | 12,620 | \$ | 16,570 |
| \$ | 230 | \$ | 90 | \$ | 400 | \$ | 230 |
| \$ | 3,410 | \$ | 4,470 | \$ | 13,020 | \$ | 16,800 |
| \$ | $(10,270)$ | \$ | $(8,240)$ | \$ | $(24,160)$ | \$ | $(24,890)$ |
| \$ | 3,560 | \$ | 940 | \$ | 3,560 | \$ | 940 |
| + | $(6,710)$ | \$ | $(7,300)$ | \$ | $(20,600)$ | \$ | $(23,950)$ |
| \$ | 202,290 | \$ | 222,190 | \$ | 608,490 | \$ | 671,220 |
| \$ | 17,790 | \$ | 21,560 | \$ | 52,900 | \$ | 63,790 |
| \$ | 10,330 | \$ | 8,290 | \$ | 22,710 | \$ | 15,820 |
| \$ | 28,120 | \$ | 29,850 | \$ | 75,610 | \$ | 79,610 |

## Additional Information Regarding Special Items

(Unaudited, dollars in thousands, except for per share amounts)

| Income from continuing operations, as reported.. | Three months ended September 30, |  |  |  | Nine months ended September 30, |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | 2016 |  | 2015 |  | 2016 |  | 2015 |  |
|  | \$ | 8,780 | \$ | 11,710 | \$ | 27,560 | \$ | 32,140 |
| After-tax impact of Special Items to consider in evaluating quality of income from continuing operations: |  |  |  |  |  |  |  |  |
| Severance and business restructuring costs... |  | 7,350 |  | 6,120 |  | 16,570 |  | 12,050 |
| Debt extinguishment costs.................................................................................................................................... |  | - |  | - |  | - |  | 1,240 |
| Excluding Special Items, income from continuing operations would have been.................................................... | \$ | 16,130 | \$ | 17,830 | \$ | 44,130 | \$ | 45,430 |
|  | Three months ended September 30, |  |  |  | Nine months ended September 30, |  |  |  |
|  | 2016 |  | 2015 |  | 2016 |  | 2015 |  |
| Diluted earnings per share from continuing operations, as reported........................................................................ | \$ | 0.19 | \$ | 0.26 |  | 0.60 | \$ | 0.70 |
| After-tax impact of Special Items to consider in evaluating quality of EPS from continuing operations: |  |  |  |  |  |  |  |  |
| Severance and business restructuring costs... |  | 0.16 |  | 0.13 |  | 0.36 |  | 0.27 |
| Debt extinguishment costs..................................................................................................................... |  | - |  | - |  | - |  | 0.03 |
| Excluding Special Items, EPS from continuing operations would have been........................................................ | \$ | 0.35 | \$ | 0.39 | \$ | 0.96 | \$ | 1.00 |
| Weighted-average shares outstanding ...................................................................................................... | 45,760,455 |  | 45,499,104 |  | 45,713,873 |  | 45,439,618 |  |
|  | Three months ended September 30, |  |  |  | Nine months ended September 30, |  |  |  |
|  | 2016 |  | 2015 |  | 2016 |  | 2015 |  |
| Operating profit from continuing operations (excluding Special Items)............................................................... | \$ | 28,120 | \$ | 29,850 | \$ | 75,610 | \$ | 79,610 |
| Corporate expenses (excluding Special Items)............................................................................................. |  | 6,710 |  | 7,300 |  | 20,600 |  | 23,950 |
| Segment operating profit (excluding Special Items).................................................................................. | \$ | 34,830 | \$ | 37,150 | \$ | 96,210 | \$ | 103,560 |
| Segment operating profit margin (excluding Special Items).............................................................................. |  | 17.2\% |  | 16.7\% |  | 15.8\% |  | 15.4\% |

## Additional Information Regarding Special Items

(Unaudited, dollars in thousands)



## Current Debt Structure

(Unaudited, dollars in thousands)

|  | $\begin{gathered} \text { September 30, } \\ 2016 \\ \hline \end{gathered}$ |  | $\begin{gathered} \text { December 31, } \\ 2015 \\ \hline \end{gathered}$ |  |
| :---: | :---: | :---: | :---: | :---: |
| Cash and Cash Equivalents.......................... | \$ | 22,550 | \$ | 19,450 |
| Credit Agreement. |  | 358,480 |  | 371,820 |
| Receivables facility and other. |  | 48,990 |  | 53,860 |
| Debt issuance costs. |  | $(5,050)$ |  | $(6,050)$ |
| Total Debt |  | 402,420 |  | 419,630 |
| Key Ratios: |  |  |  |  |
| Bank LTM EBITDA. | \$ | 140,070 | \$ | 154,180 |
| Interest Coverage Ratio. |  | 11.65 x |  | 12.77 x |
| Leverage Ratio............................................ |  | 2.94 x |  | 2.80 x |
| Bank Covenants: |  |  |  |  |
| Minimum Interest Coverage Ratio...................... |  | 3.00 x |  | 3.00 x |
| Maximum Leverage Ratio............................ |  | 3.50 x |  | 3.50 x |

## LTM Bank EBITDA

(Unaudited, dollars in thousands)
Net income (loss) for the twelve months ended September 30, 2016$\$ \quad(33,240)$
Interest expense ..... 13,680
Income tax expense. ..... 4,780
Depreciation and amortization ..... 44,370
Extraordinary non-cash charges ..... 75,680
Non-cash compensation expense ..... 6,990
Other non-cash expenses or losses ..... 11,710
Non-recurring expenses or costs relating to cost saving projects ..... 14,860
Acquisition integration costs ..... 1,240
Bank EBITDA - LTM Ended September 30, $2016{ }^{(1)}$ ..... \$ 140,070
${ }^{(1)}$ As defined in the Credit Agreement dated June 30, 2015.


[^0]:    Note: Segment assumptions did not change from previous guidance unless otherwise indicated. All of the figures and comments on this slide exclude any current and future Special Items.

