ADS™

Q2 Fiscal 2026 Financial Results

November 6, 2025

Management Presenters

Scott Barbour
President and Chief Executive Officer

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Executive Vice President, Chief Financial Officer

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Vice President, Corporate Strategy & Investor Relations

Forward Looking Statements and Non-GAAP Financial Metrics

Forward Looking Statements

Certain statements in this press release may be deemed to be forward-looking statements. These statements are not historical facts but rather are based on the Company's current expectations, estimates and projections regarding the Company's business, operations and other factors relating thereto. Words such as "may," "will," "could," "would," "should," "anticipate," "predict," "potential," "continue," "expects," "intends," "plans," "projects," "believes," "estimates," "confident" and similar expressions are used to identify these forward-looking statements. Factors that could cause actual results to differ from those reflected in forward-looking statements relating to our operations and business include: fluctuations in the price and availability of resins and other raw materials, new tariff policies, and our ability to pass any increased costs of raw materials and tariffs on to our customers; disruption or volatility in general business, political and economic conditions in the markets in which we operate; cyclicality and seasonality of the non-residential and residential construction markets and infrastructure spending; the risks of increasing competition in our existing and future markets; uncertainties surrounding the integration and realization of anticipated benefits of acquisitions or doing so within the intended timeframe; the effect of weather or seasonality; the loss of any of our significant customers; the risks of doing business internationally; the risks of conducting a portion of our operations through joint ventures; our ability to expand into new geographic or product markets; the risk associated with manufacturing processes; the effects of global climate change and any related regulatory responses; our ability to protect against cybersecurity incidents and disruptions or failures of our IT systems; our ability to assess and monitor the effects of artificial intelligence, machine learning, and robotics on our business and operations; our ability to manage our supply purchasing and customer credit policies; our ability to control labor costs and to attract, train and retain highly qualified employees and key personnel; our ability to protect our intellectual property rights; changes in laws and regulations, including environmental laws and regulations; our ability to appropriately address any environmental, social or governance concerns that may arise from our activities; the risks associated with our current levels of indebtedness, including borrowings under our existing credit agreement and outstanding indebtedness under our existing senior notes; and other risks and uncertainties described in the Company's filings with the SEC. New risks and uncertainties emerge from time to time and it is not possible for the Company to predict all risks and uncertainties that could have an impact on the forward-looking statements contained in this press release. In light of the significant uncertainties inherent in the forward-looking information included herein, the inclusion of such information should not be regarded as a representation by the Company or any other person that the Company's expectations, objectives or plans will be achieved in the timeframe anticipated or at all. Investors are cautioned not to place undue reliance on the Company's forward-looking statements and the Company undertakes no obligation to publicly update or revise any forward-looking statements, whether as a result of new information, future events or otherwise, except as required by law.

Non-GAAP Financial Measures

This presentation includes references to Adjusted EBITDA and Free Cash Flow, non-GAAP financial measures. These non-GAAP financial measures are used in addition to and in conjunction with results presented in accordance with GAAP. These measures are not intended to be substitutes for those reported in accordance with GAAP. Adjusted EBITDA and Free Cash Flow may be different from non-GAAP financial measures used by other companies, even when similar terms are used to identify such measures.

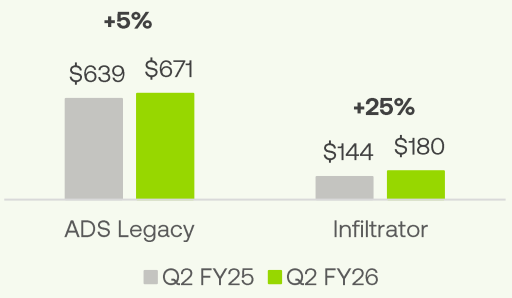
EBITDA and Adjusted EBITDA are non-GAAP financial measures that comprise net income before interest, income taxes, depreciation and amortization, stock-based compensation, non-cash charges and certain other expenses. The Company's definition of Adjusted EBITDA may differ from similar measures used by other companies, even when similar terms are used to identify such measures. Adjusted EBITDA is a key metric used by management and the Company's board of directors to assess financial performance and evaluate the effectiveness of the Company's business strategies. Accordingly, management believes that Adjusted EBITDA provides useful information to investors and others in understanding and evaluating our operating results in the same manner as the Company's management and board of directors. In order to provide investors with a meaningful reconciliation, the Company has provided reconciliations of Adjusted EBITDA to net income.

Free Cash Flow is a non-GAAP financial measure that comprises cash flow from operating activities less capital expenditures. Free Cash Flow is a measure used by management and the Company's board of directors to assess the Company's ability to generate cash. Accordingly, management believes that Free Cash Flow provides useful information to investors and others in understanding and evaluating our ability to generate cash flow from operations after capital expenditures.

CEO Highlights

Q2 Fiscal 2026 Revenue

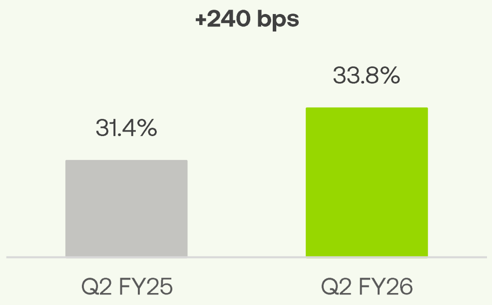
Sales



- Allied product revenue increased 13% driven by double-digit growth of key products: StormTech chambers, Nyloplast basins, Water Quality.
- Infiltrator sales growth driven by Orenco acquisition, as well as double-digit growth in Tanks and Advanced Treatment. (Organic growth of 7%).
- Pricing environment remains stable.

Q2 Fiscal 2026 Profitability

Adjusted EBITDA Margin



- Favorable volume and price/cost.
- Favorable mix of Allied products and Infiltrator, in addition to favorable pipe product mix.

Outlook

- Guidance updated for better than anticipated results in 1st half of Fiscal 2026. Updated guidance does not include NDS.
- No change to end market demand expectations for the full year.
  - Non-Residential — Flat to down low-single digits
  - Residential — Down low- to mid-single digits
  - Infrastructure — Up low-single digits
  - Agriculture + International — Down double digits

Acquisition of NDS

- Announced acquisition of NDS from Norma Group SE (DAX: NOEJ) for $1.0 billion, or $875 million net of tax benefits. Transaction is expected to close in the first quarter of calendar year 2026.

Stormwater Management

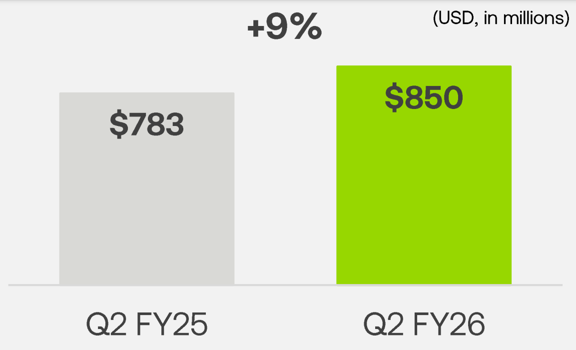
Landscape Irrigation

Flow Management

Note: Revenue is based on net sales to external customers. See appendix for reconciliation.

Q2 Fiscal 2026 Financial Performance

Revenue



Revenue Performance

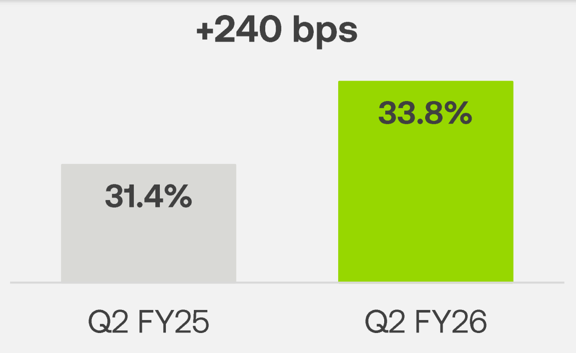
By Business

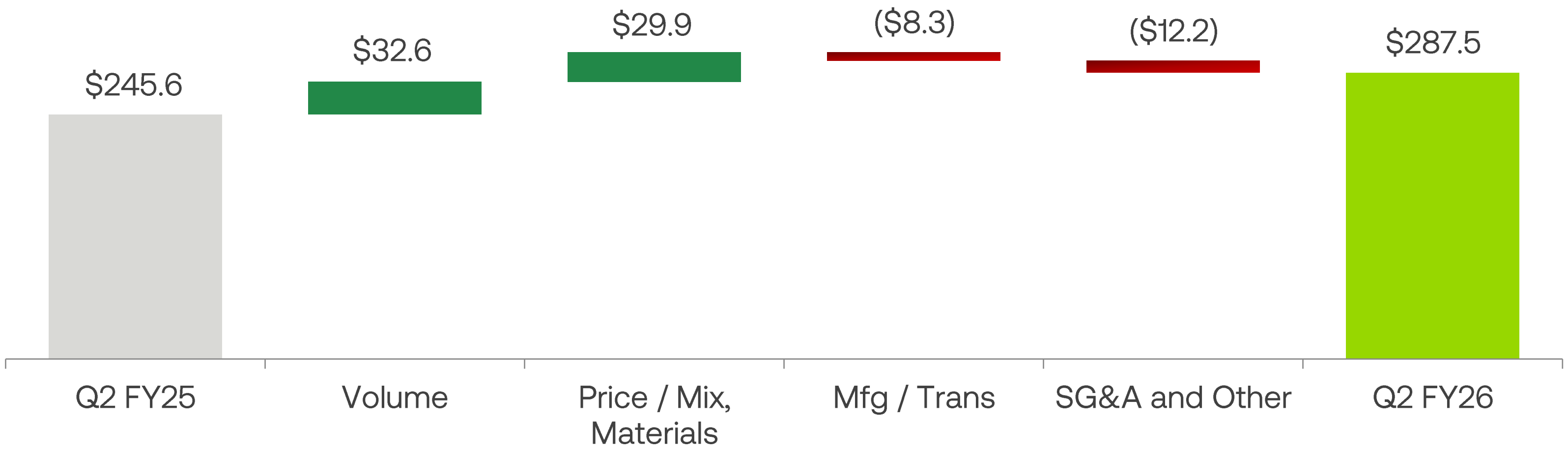
+ ADS Legacy	+5%
+ Pipe	+1%
+ Allied Products	+13%
+ Infiltrator	+25%

Domestic Markets

+ Construction	+11%
+ Non-Residential	+15%
+ Residential	+9%
- Infrastructure	(3%)
- Agriculture	(16%)

Adj. EBITDA





Note: Revenue performance is based on net sales to external customers. See appendix for reconciliation.

Free Cash Flow and Capital Structure

Free Cash Flow (1)

	FY 2026 YTD	FY 2025 YTD	Δ
Consolidated Adjusted EBITDA	$566	$521	$45
Working capital(2)	4	(42)	46
Cash tax	(56)	(84)	28
Cash interest, net	(32)	(30)	(2)
Other(3)	28	(14)	42
Consolidated cash flow from operations	$510	$350	$160
Capital expenditures	(111)	(112)	1
Consolidated Free Cash Flow	$399	$238	$161

Debt & Capital Leases

(in millions)	September 30, 2025	March 31, 2025
Term Loan Facility	$ 410	$ 413
Senior Notes	850	850
Revolving Credit Facility	-	-
Total debt	$ 1,260	$ 1,263
Finance leases & Equipment financing	$ 178	$ 170
Leverage	0.7x	1.1x

Liquidity

(in millions)	September 30, 2025
Unrestricted Cash	$ 813
Availability under Revolving Credit Facility	590
Total Liquidity	$ 1,403

Note: all figures in USD, $mm. Figures may not add due to rounding.
1. Operating Cash Flow less capital expenditures
2. Inventory, Trade Receivables, Accounts Payable
3. Primarily timing of accruals and costs related to transactions.

Updated Fiscal Year 2026 Guidance

Fiscal 2026 Expectations			
Key Metric	**FY 2025**	**FY 2026**	**Y-o-Y Change**
Net Sales (in Millions)	$2,904	$2,900 - $2,990	+0% to +3%
Adj. EBITDA (in Millions)	$889	$900 - $940	+1% to +6%
Adj. EBITDA Margin	30.6%	31.0% - 31.4%	+40 bps to +80 bps

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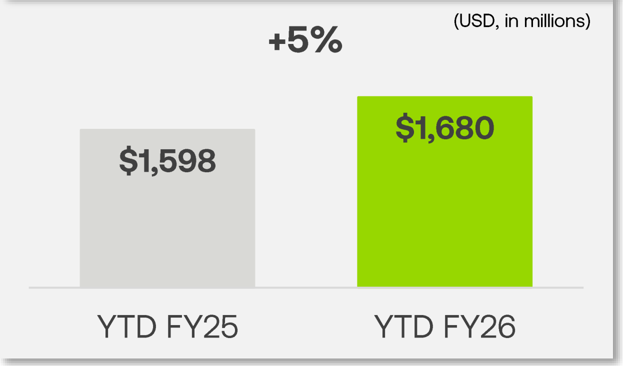
Q&A

Appendix

YTD Fiscal 2026 Financial Performance

Revenue



Revenue Performance

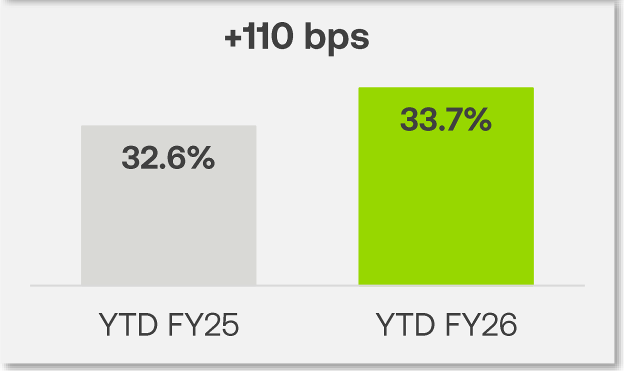
By Business

+ ADS Legacy	+1%
- Pipe	(1%)
+ Allied Products	+7%
+ Infiltrator	+23%

Domestic Markets

+ Construction	+7%
+ Non-Residential	+11%
+ Residential	+6%
- Infrastructure	(10%)
- Agriculture	(8%)

Adj. EBITDA



Note: Revenue performance is based on net sales to external customers. See appendix for reconciliation.

Reconciliations

(In thousands)	Three Months Ended September 30, 2025 Net Sales	Intersegment Net Sales	Net Sales from External Customers	Three Months Ended September 30, 2024 Net Sales	Intersegment Net Sales	Net Sales from External Customers
Pipe	$ 426,811	$ (13,762)	$ 413,049	$ 420,989	$ (14,611)	$ 406,378
Infiltrator Water Technologies	196,368	(16,652)	179,716	157,521	(13,923)	143,598
International						
International - Pipe	41,613	(1,147)	40,466	44,445	(3,437)	41,008
International - Allied Products & Other	18,340	(149)	18,191	15,613	(68)	15,545
Total International	59,953	(1,296)	58,657	60,058	(3,505)	56,553
Allied Products & Other	202,851	(3,892)	198,959	180,118	(4,037)	176,081
Intersegment Eliminations	(35,602)	35,602	-	(36,076)	36,076	-
Total Consolidated	**$ 850,381**	**$ -**	**$ 850,381**	**$ 782,610**	**$ -**	**$ 782,610**

(In thousands)	Six Months Ended September 30, 2025 Net Sales	Intersegment Net Sales	Net Sales from External Customers	Six Months Ended September 30, 2024 Net Sales	Intersegment Net Sales	Net Sales from External Customers
Pipe	$ 855,626	$ (27,039)	$ 828,587	$ 862,131	$ (29,365)	$ 832,766
Infiltrator Water Technologies	391,330	(33,261)	358,069	321,663	(30,763)	290,900
International						
International - Pipe	76,249	(2,310)	73,939	88,372	(7,290)	81,082
International - Allied Products & Other	33,437	(228)	33,209	33,292	(116)	33,176
Total International	109,686	(2,538)	107,148	121,664	(7,406)	114,258
Allied Products & Other	394,021	(7,564)	386,457	368,644	(8,622)	360,022
Intersegment Eliminations	(70,402)	70,402	-	(76,156)	76,156	-
Total Consolidated	**$ 1,680,261**	**$ -**	**$ 1,680,261**	**$ 1,597,946**	**$ -**	**$ 1,597,946**

Reconciliations

(Amounts in thousands)	Three Months Ended September 30, 2025	Three Months Ended September 30, 2024	Six Months Ended September 30, 2025	Six Months Ended September 30, 2024
Segment adjusted gross profit				
Pipe	$ 135,305	$ 113,605	$ 269,410	$ 253,572
Infiltrator	106,117	91,997	210,450	184,901
International	17,371	17,445	31,479	37,108
Allied Products & Other	121,161	103,525	234,977	212,968
Intersegment Eliminations	111	(640)	(645)	(1,610)
Total Segment Adjusted Gross Profit	380,065	325,932	745,671	686,939
Depreciation and amortization	38,019	30,536	71,531	57,748
Stock-based compensation expense	1,914	1,455	3,570	2,796
Total Gross Profit	**$ 340,132**	**$ 293,941**	**$ 670,570**	**$ 626,395**

(Amounts in thousands)	Three Months Ended September 30, 2025	Three Months Ended September 30, 2024	Six Months Ended September 30, 2025	Six Months Ended September 30, 2024
Net income	$ 156,500	$ 131,174	$ 300,591	$ 293,496
Depreciation and amortization	54,693	44,807	104,921	85,905
Interest expense	23,116	23,156	46,145	45,980
Income tax expense	52,399	40,920	99,073	90,806
EBITDA	286,708	240,057	550,730	516,187
Restructuring and realignment expense(a)	7,171	-	15,966	-
(Gain) loss on disposal of assets	(17,644)	617	(16,446)	909
Stock-based compensation expense	8,577	6,983	16,981	13,960
Transaction costs	9,317	2,685	10,124	2,695
Interest income	(7,340)	(7,368)	(12,745)	(13,933)
Other adjustments(b)	743	2,576	1,089	1,230
Adjusted EBITDA	**$ 287,532**	**$ 245,550**	**$ 565,699**	**$ 521,048**

Notes:

a) Includes costs associated with closure of one recycling facility, one offsite storage location and one distribution yard, as well as professional fees incurred in connection with supporting enterprise-wide restructuring and realignment initiatives. Excludes gain on sale of properties previously held-for-sale and equipment.

b) Includes derivative fair value adjustments, foreign currency transaction (gains) losses, legal settlements, and the proportionate share of interest, income taxes, depreciation and amortization related to the South American Joint Venture, which is accounted for under the equity method of accounting and executive retirement expense.