Investor Presentation & Company Overview

February 2021

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Cautionary Statements

This presentation contains forward-looking statements that are subject to known and unknown risks and uncertainties, many of which are beyond our control. All statements other than statements of historical fact included in this presentation are forward-looking statements. Forward-looking statements appearing throughout this presentation include, without limitation, statements regarding our intentions, beliefs, assumptions or current expectations concerning, among other things, financial position; results of operations; cash flows; prospects; growth strategies or expectations; customer retention; the outcome (by judgment or settlement) and costs of legal, administrative or regulatory proceedings, investigations or inspections, including, without limitation, collective, representative or any other litigation; and the impact of prevailing economic conditions. You can identify forward-looking statements by the fact that they do not relate strictly to historical or current facts. These statements may include words such as “believes,” “expects,” “may,” “will,” “shall,” “should,” “would,” “could,” “seeks,” “aims,” “projects,” “is optimistic,” “intends,” “plans,” “estimates,” “anticipates” and other comparable terms. We caution you that forward-looking statements are not guarantees of future performance or outcomes and that actual performance and outcomes, including, without limitation, our actual results of operations, financial condition and liquidity, and the development of the market in which we operate, may differ materially from those made in or suggested by the forward-looking statements contained in this presentation. In addition, even if our results of operations, financial condition and cash flows, and the development of the market in which we operate, are consistent with the forward-looking statements contained in this presentation, those results or developments may not be indicative of results or developments in subsequent periods. A number of important factors, including, without limitation, the risks and uncertainties discussed under the captions “Risk Factors” and “Management’s Discussion and Analysis of Financial Condition and Results of Operations” in our Annual Report on Form 10-K and the Quarterly Report on Form 10-Q filed with the U.S. Securities and Exchange Commission, could cause actual results and outcomes to differ materially from those reflected in the forward-looking statements. Because of these risks, we caution that you should not place undue reliance on any of our forward-looking statements. New risks and uncertainties arise from time to time, and it is impossible for us to predict those events or how they may affect us. Further, any forward-looking statement speaks only as of the date on which it is made. We undertake no obligation to revise the forward-looking statements in this presentation after the date of this presentation.

Market data and industry information used throughout this presentation are based on management’s knowledge of the industry and the good faith estimates of management. We also relied, to the extent available, upon management’s review of independent industry surveys, forecasts and publications and other publicly available information prepared by a number of third party sources. All of the market data and industry information used in this presentation involves a number of assumptions and limitations which we believe to be reasonable, and you are cautioned not to give undue weight to such estimates. Although we believe that these sources are reliable, we cannot guarantee the accuracy or completeness of this information, and we have not independently verified this information. While we believe the estimated market position, market opportunity and market size information included in this presentation are generally reliable, such information, which is derived in part from management’s estimates and beliefs, is inherently uncertain and imprecise. Projections, assumptions and estimates of our future performance and the future performance of the industry in which we operate are subject to a high degree of uncertainty and risk due to a variety of factors, including those described above. These and other factors could cause results to differ materially from those expressed in our estimates and beliefs and in the estimates prepared by independent parties.

We present Adjusted EBITDA, Adjusted EBITDA margin (Adjusted EBITDA over Net Sales), Net debt (total debt less cash and cash equivalents), Adjusted Net Income Per Share, and Leverage ratio (net debt or total debt less cash and cash equivalents, over Adjusted EBITDA on trailing twelve month (“TTM”) basis) to help us describe our operating and financial performance. Adjusted EBITDA, Adjusted EBITDA margin, Net debt (total debt less cash and cash equivalents), Adjusted Net Income Per Share, and Leverage ratio are non-GAAP financial measures commonly used in our industry and have certain limitations and should not be construed as alternatives to net income, net sales and other income data measures (as determined in accordance with generally accepted accounting principles in the United States, or GAAP), or as better indicators of operating performance. Adjusted EBITDA, Adjusted EBITDA margin, Net debt, Adjusted Net Income Per Share, and Leverage ratio, as defined by us may not be comparable to similar non-GAAP measures presented by other issuers. Our presentation of such measures should not be construed as an inference that our future results will be unaffected by unusual or non-recurring items. See the appendix to this presentation for a reconciliation of Adjusted EBITDA to net income, Adjusted EBITDA Margin, Adjusted Net Income Per Share to Net Income Per Share, net debt to total debt, and Leverage Ratio.

Fiscal Periods - The Company has a fiscal year that ends on September 30th. It is the Company's practice to establish quarterly closings using a 4-5-4 calendar. The Company's fiscal quarters typically end on the last Friday in December, March and June.

Any information contained in the following slides that has been previously publicly presented by Atkore speaks as of the date that it was originally presented, as indicated. Atkore is not updating or affirming any of such information as of today’s date. The provision of this information shall not imply that the information has not changed since it was originally presented.

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Atkore: a Compelling Investment

Disciplined Operational Focus	Values-based organization driven by the Atkore Business System
Track Record of Success	Strong track record of earnings growth, increasing free cash flow and excellent return on capital
Market Leadership	Leading market share in key product categories with a portfolio of must-stock products for electrical distributors
Strong Financial Profile	Strong liquidity position with a significant reduction in net leverage over the past two years
Opportunities for Growth	Multiple levers and opportunities to drive sustainable growth through both organic and inorganic investments

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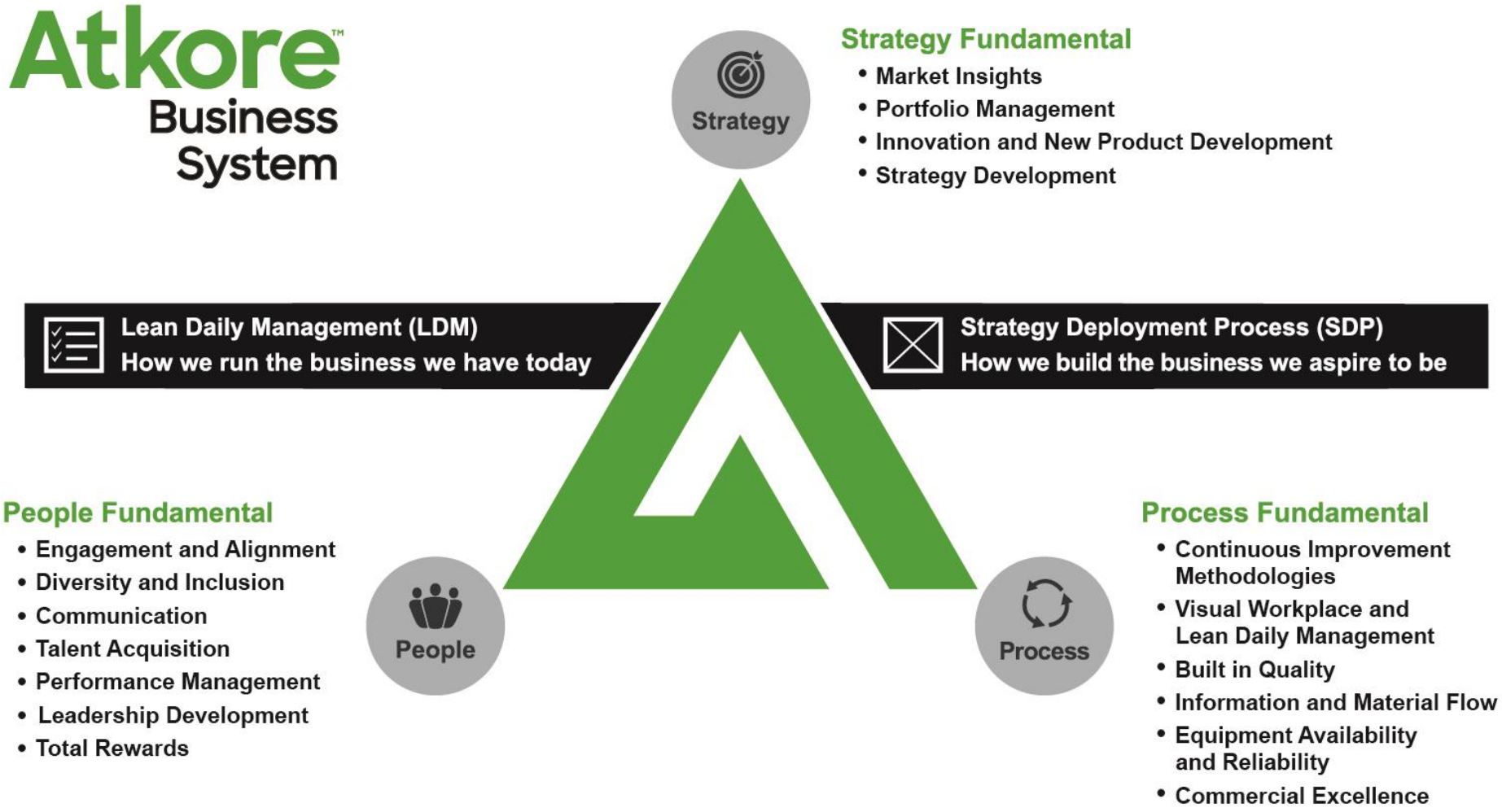
Our Foundation is the Atkore Business System



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Atkore at a Glance

A leading manufacturer of electrical, mechanical, and safety infrastructure solutions

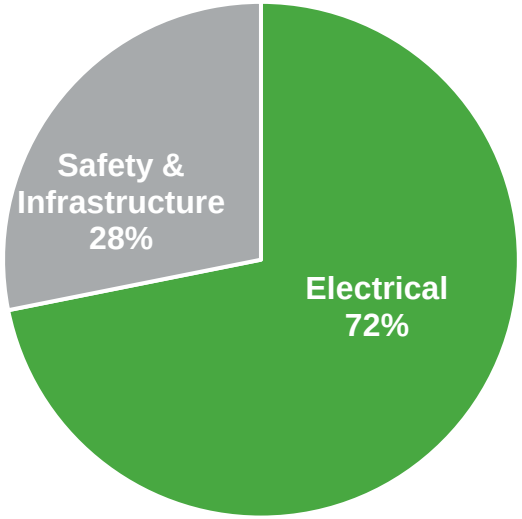
1959	2016	Harvey, IL	~3,700	65
Founded	*IPO (NYSE: ATKR)*	*Headquarters*	*Employees[2]*	*Global Facilities[2]*

FY 2020 Financial Highlights

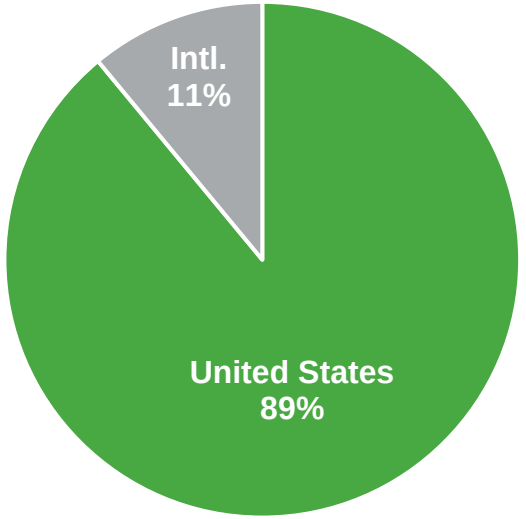
$ Millions (except per share amounts)	*FY 2020*	*Change vs. PY*
Net Sales	$1,765.4	(7.9%)
Net Income	$152.3	+9.5%
Adjusted EBITDA[(1)]	$326.6	+0.7%
Adjusted EBITDA Margin	18.5%	+160 bps
Adjusted Net Income per Share[(1)] (Diluted)	$3.78	+4.4%
Free Cash Flow[(1)]	$215.0	+23.0%
Return on Capital[(1)]	17.8%	+80 bps

FY 2020 Net Sales Breakdown, $1.8B

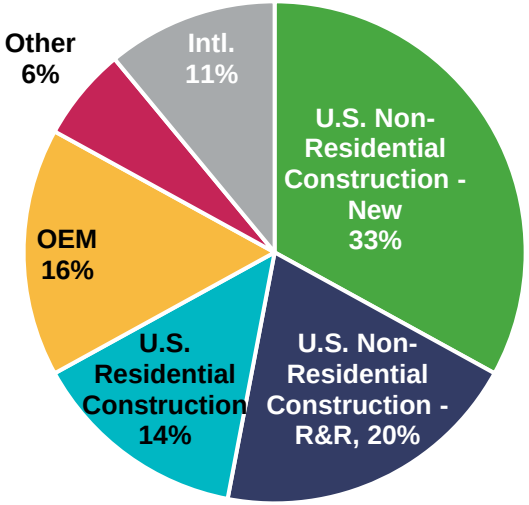
By Segment



By Geography



By End Market



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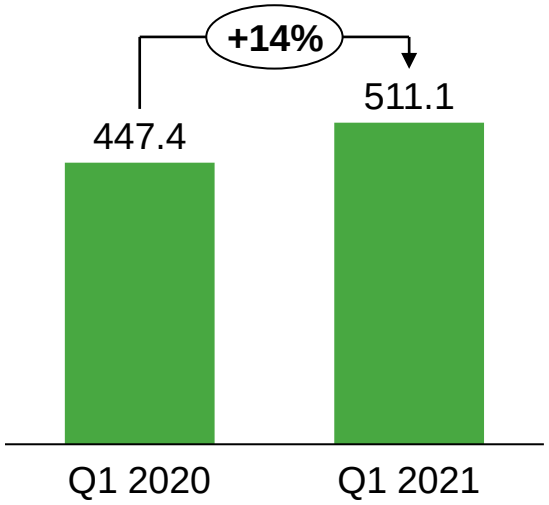
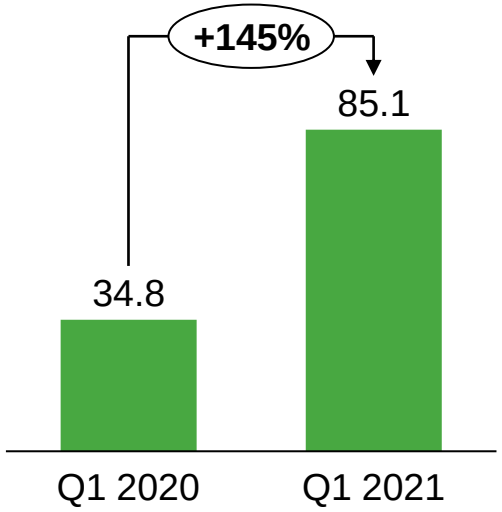
1. See non-GAAP reconciliation in appendix
2. As of September 30, 2020.

Record Quarterly Earnings in Q1 2021

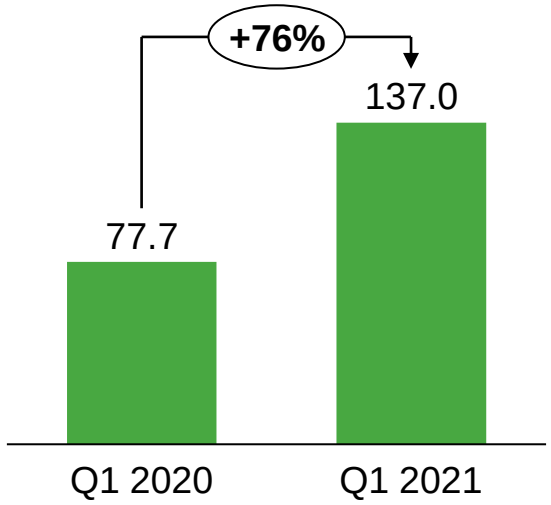
Revenue, $M



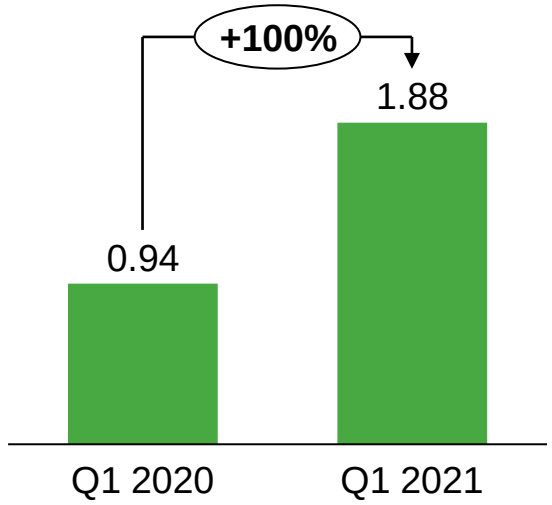
Net Income, $M



Adjusted EBITDA[1], $M



Adjusted EPS[1], $/share



Q1 Review

- **Outstanding results in Q1 supported by leading position in PVC electrical conduit and strength of key end-markets such as residential**
- **Achieved 26.8% adjusted EBITDA margins on a consolidated Atkore basis**
- **Repaid $40M of debt and repurchased $35M of stock in the quarter**

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1. See non-GAAP reconciliation in appendix.

Our Products Are All Around You Everyday

Wire Basket Cable Tray & Fittings

Electrical Prefabrication

Cable Tray, Ladder & Fittings

Metal Electrical Conduit

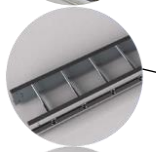
Conduit & Cable Fittings

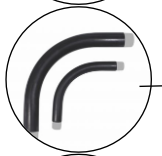
Specialty Electrical Conduit: Stainless Steel, PVC-Coated & Aluminum

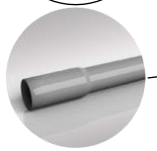
PVC Trunking

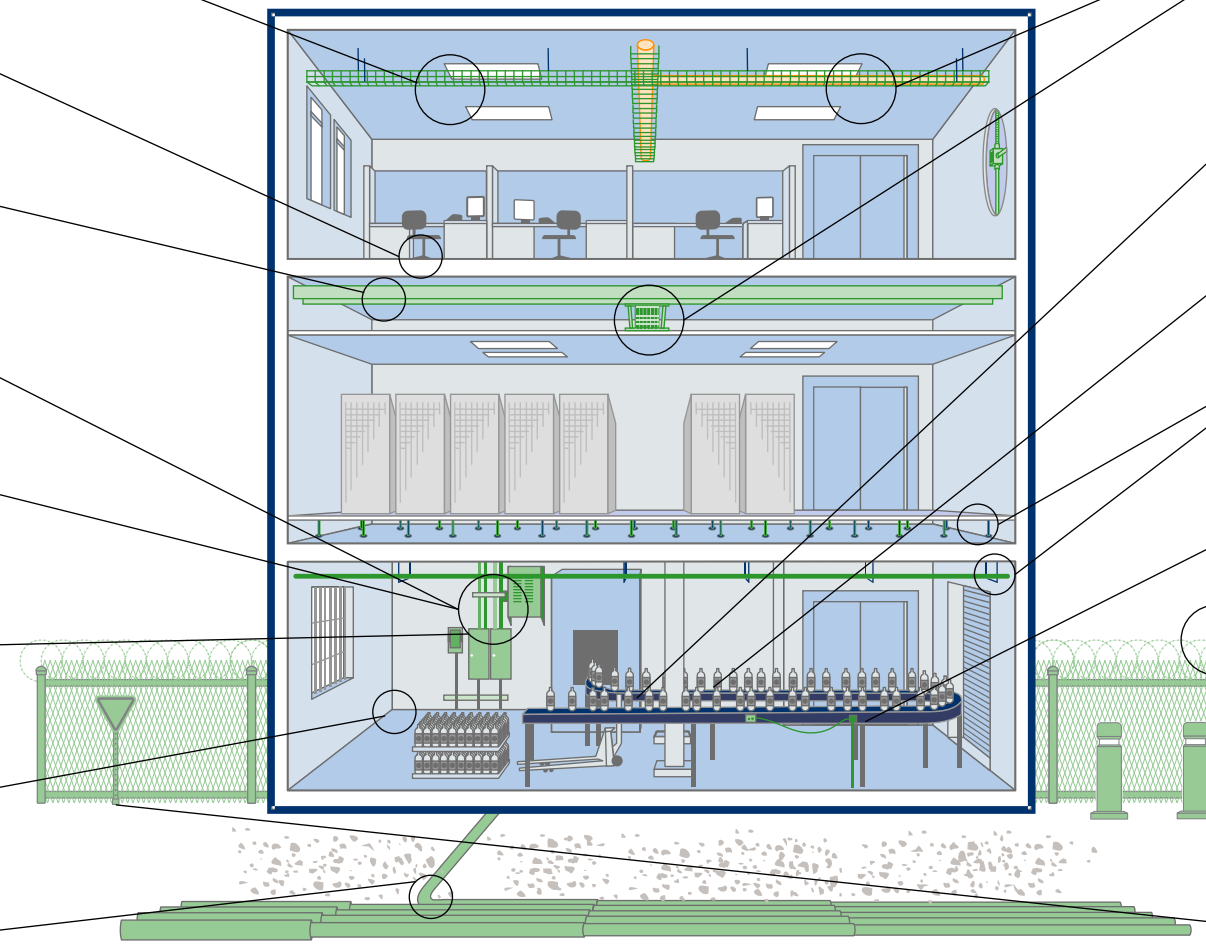
PVC Electrical Conduit & Fittings


















Armored Cable

Flexible Electrical Conduit & Liquidtight Conduit

Industrial Flexible Electrical Conduit

Metal Framing & Fittings (Including Seismic)

Roller Tube for Conveyor

Perimeter Security Solutions

Security Bollards

Telescoping Sign Support System

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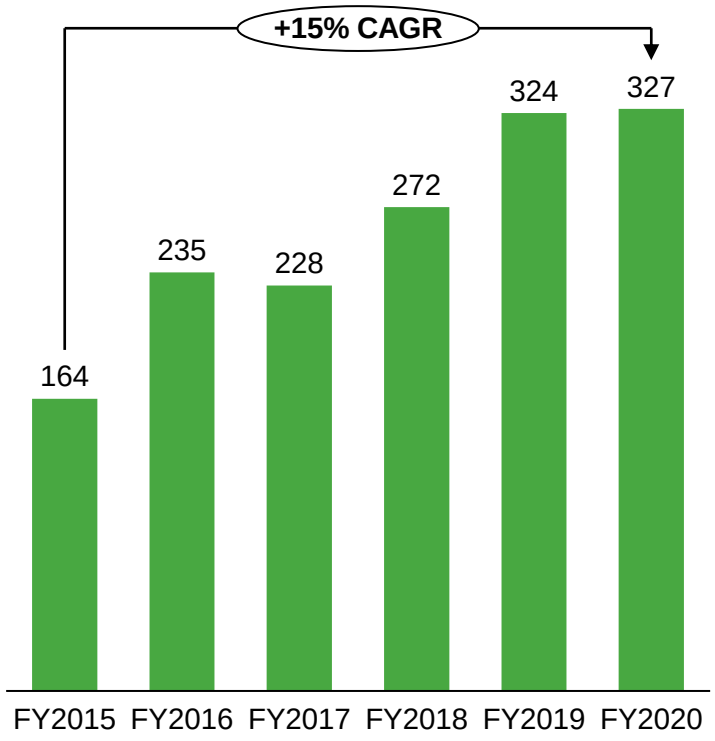
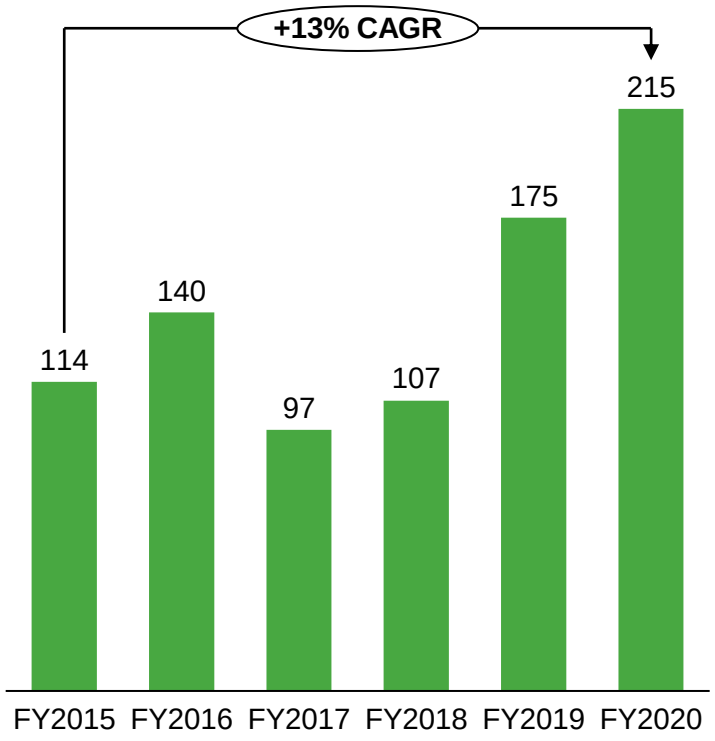
Outstanding Track Record of Growth

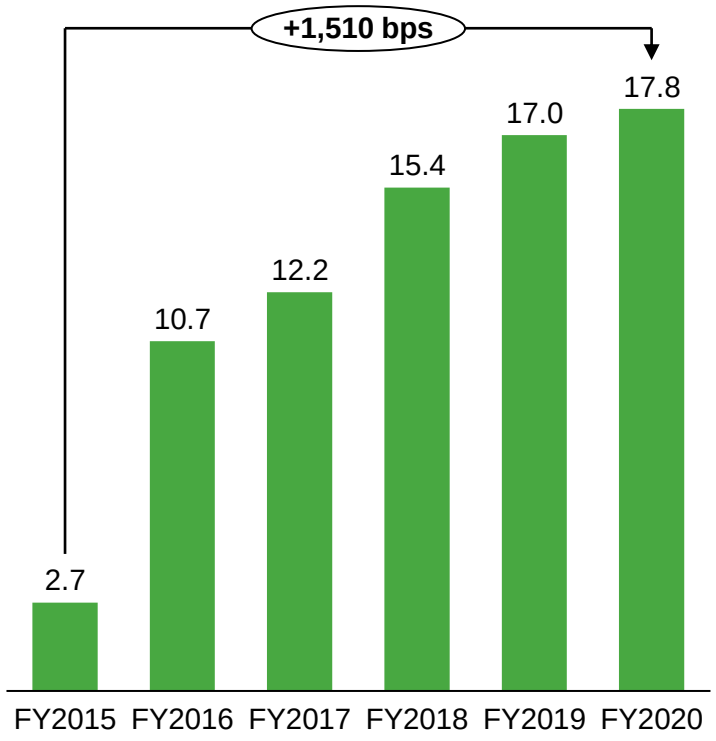
Adjusted EBITDA[1], $M



Free Cash Flow[1], $M



Return on Capital[1] (ROC), %



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1. See non-GAAP reconciliation in appendix

Electrical Segment:

Quick Facts:

	FY 2020	Q1 2021
Net Sales, $M	$1,270.5	$387.1
Adjusted EBITDA, $M	$292.8	$133.3
Adjusted EBITDA Margin, %	23.0%	34.4%

Key Brands: Atkore Allied Tube & Conduit; Atkore AFC Cable Systems; Atkore Heritage Plastics; Atkore Calbrite

KEY PRODUCT CATEGORIES AND MARKET POSITION

PVC Conduit		#1	Stainless Steel Conduit		#1
Steel Conduit		#2	Armored Cable		#2
PVC Coated Conduit		#3	Flexible and Liquidtight Conduit		#3

- **Manufacture high quality products used in the construction of electrical power systems** across various end-use applications
- **Atkore products are a staple for electrical distributors,** and our focus on service has helped us establish strong relationships with our customers
- **Comprehensive product portfolio** enables solution selling and ability to bundle

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Safety & Infrastructure Segment:

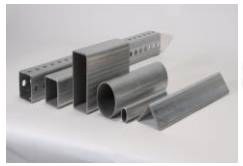
Quick Facts:

	FY 2020	Q1 2021
Net Sales, $M	$497.5	$124.8
Adjusted EBITDA, $M	$67.8	$14.3
Adjusted EBITDA Margin, %	13.6%	11.4%

Key Brands: Atkore Allied Tube & Conduit; Atkore Razor Ribbon; Atkore Unistrut; Atkore Cope

KEY PRODUCT CATEGORIES AND MARKET POSITION

In-line Galvanized Mechanical Tube



#1

Barbed Tape



#1

Metal Framing and Related Fittings NA



#2

Cable Tray, Cable Ladder & Fittings NA



#2

Security Bollards



Top 10

Prefabricated Device Assemblies



#3

- **Design and manufacture solutions** for the protection and reliability of critical infrastructure; solutions marketed to contractors, OEMs and end-users
- **Global distribution capabilities** for our security focused products and metal framing systems
- **Value-added** engineering, installation and pre-fabrication services

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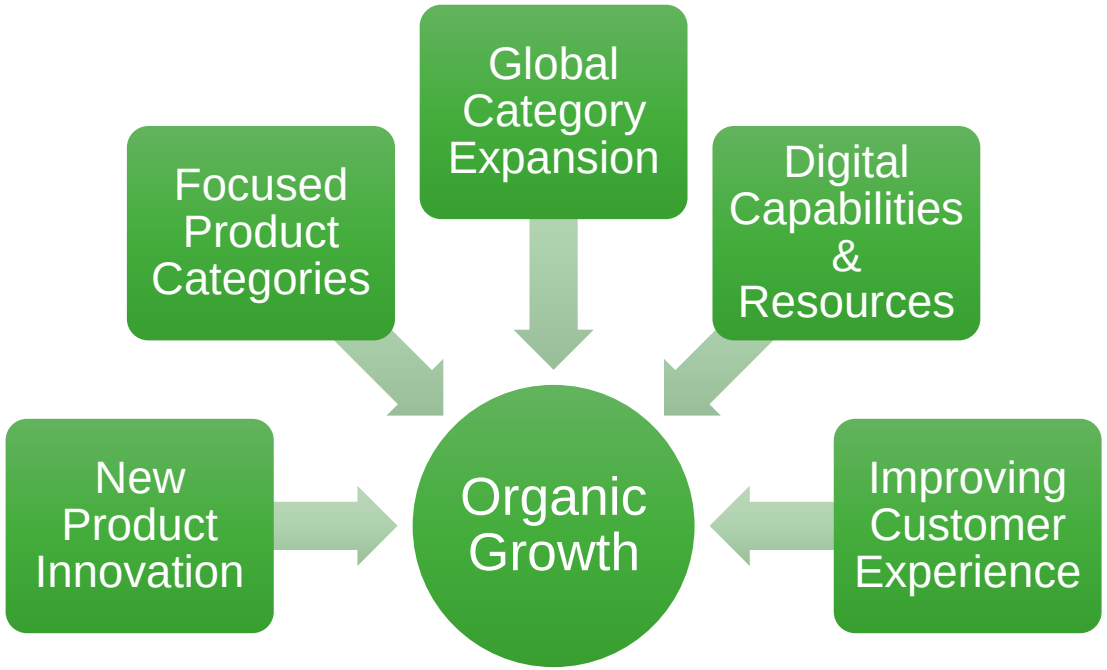
Levers to Drive Organic Growth

Recent Example & Highlights

- Broad range of innovative and new products introduced in the past few years
- Continue to drive growth from “Focused Product Categories”
- Expanding global distribution and product capabilities for safety and security product solutions
- Completed launch of new toolbar for increasing contractor and designer access to digital offerings and tools for our products such as BIM Models (Building Information Modeling)
- Strategically aligned to several mega-trends such as electrification, growth in digital infrastructure, and safely protecting both people and critical assets

Organic Growth Drivers



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M&A Strategy Focused on Profitable Growth

Bolt-On Acquisition Playbook

Target Profile

- Privately held small to medium sized businesses
- Build and foster long-term relationships
- Avoid auctions or competitive bidding situations where possible
- Sales and distribution through similar or existing channels for Atkore

Strategy

- Strategic fit from a product or category perspective, or fills a portfolio gap
- Identified path to synergy & value creation
- Debt responsible
- Within existing management bandwidth and capacity

Value Creation

- Leverage global spend for key raw material input categories to reduce costs
- Add products into Atkore sales & distribution umbrella for "One order, one shipment, one invoice"
- Drive 1-2 turns of synergy

Quick Facts:

- Spent over $290 million of cash on acquisitions since FY2017
- Added over $400 million in profitable revenue through M&A activities since 2012
- Exited over $400 million in breakeven proforma revenue since 2012

Successful Track Record of Portfolio Management

Related Segment

- Electrical
- Safety & Infrastructure

Fiscal Year

2013
- Acquired Heritage Plastics
- Closed manufacturing location in France
- Closed manufacturing location in Brazil

2014
- Acquired Ridgeline Pipe Manufacturing

2015
- Acquired American Pipe & Plastics
- Acquired SCI

2016
- Ceased operations for fence & sprinkler business

2017
- Acquired Marco
- Acquired Flexicon
- Closed manufacturing location in Ohio
- Acquired Cobra Systems

2018
- Acquired CalPipe
- Divested Flexhead

2019
- Acquired Vergokan
- Acquired Rocky Mountain Colby Pipe
- Acquired FlyTec Systems
- Acquired U.S. Tray

2020
- Closed manufacturing location in Wales

2021
- Acquired Queen City Plastics
- Acquired Sign Support Systems

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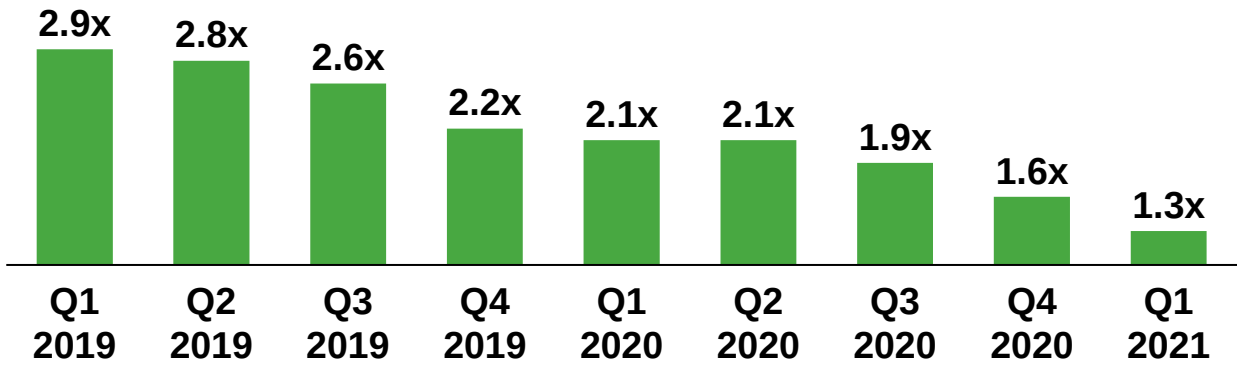
Strong Financial Profile Ready for the Future

Net Debt to TTM Adjusted EBITDA



Debt Structure

Debt Structure, $M	As of 12/25/20
Cash and Cash Equivalents	$280.4
Senior Secured 1st Term Loan Matures 2023	$764.4
Total Debt	$764.4
Total Net Debt	$484.0

Disciplined Approach to Capital Allocation Ready to Support Future Growth

- Manage Leverage
- Reinvest in the Business
- Mergers & Acquisitions
- Return Cash to Stockholders

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Focused on Environment, Social & Governance

We seek to utilize sustainable business principles and processes that achieve a balance between profitability and protection of all stakeholders, while reducing our impact on the environment and climate.

Our Focus

- **People and Community:** We seek to protect people and communities in which our facilities are located.
- **Energy and Climate:** We are committed to safeguarding climate and ecosystems through preventive practices.
- **Natural Resources:** We promote social and environmental stewardship throughout our supply chain.
- **Material Efficiency:** We strive to prevent or minimize activities and conditions that pose a threat to human health and the environment.
- **Strong Governance:** We are dedicated to creating an organizational structure that is aligned with industry best practices and stockholder interests such as a separate independent Chairman and Delaware incorporation.

43%
Reduction in recordable incident rate since 2015

13%
Less purchased water intensity since 2016

7%
Reduction in greenhouse gas emitted from Energy Star sites since 2016

~4.5%
FY20 Revenue from renewable or energy efficiency-related products

33%
Percentage of female or minority members of the Board of Directors

89%
Percentage of Independent members of the Board of Directors

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Opportunities for Growth	Multiple levers and opportunities to drive sustainable growth through both organic and inorganic investments

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APPENDIX

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Segment Information

(in thousands)	Three months ended December 25, 2020 Net sales	Adjusted EBITDA	Adjusted EBITDA Margin	Three months ended December 27, 2019 Net sales	Adjusted EBITDA	Adjusted EBITDA Margin
Electrical	$ 387,145	$ 133,273	34.4 %	$ 324,547	$ 68,119	21.0 %
Safety & Infrastructure	124,765	14,252	11.4 %	123,508	18,727	15.2 %
Eliminations	(828)			(607)		
Consolidated operations	$ 511,082			$ 447,448		

Renamed & Redefined

(in thousands)	Fiscal Year Ended September 30, 2020 Net sales	Adjusted EBITDA	Adjusted EBITDA Margin	Fiscal Year Ended September 30, 2019 Net sales	Adjusted EBITDA	Adjusted EBITDA Margin
Electrical	$ 1,270,547	$ 292,809	23.0 %	$ 1,390,327	$ 285,217	20.5 %
Safety & Infrastructure	497,523	67,821	13.6 %	527,511	77,407	14.7 %
Eliminations	(2,649)			(1,300)		
Consolidated operations	$ 1,765,421			$ 1,916,538		

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Adjusted Earnings Per Share Reconciliation

Consolidated Atkore International Group Inc.

(in thousands, except per share data)	Three months ended December 25, 2020	Three months ended December 27, 2019	Fiscal Year Ended September 30, 2020	Fiscal Year Ended September 30, 2019
Net income	$ 85,066	$ 34,790	$ 152,302	$ 139,051
Stock-based compensation	5,522	3,123	13,064	11,798
Intangible asset amortization	8,260	8,113	32,262	32,876
Gain on purchase of business	—	—	—	(7,384)
Loss on extinguishment of debt	—	—	273	—
Other [(a)]	(8,142)	2,836	(6,712)	7,501
Pre-tax adjustments to net income	5,640	14,072	38,887	44,791
Tax effect	(1,410)	(3,518)	(9,722)	(10,974)
Adjusted net income	$89,296	$45,344	$181,467	$172,868
Weighted-Average Diluted Common Shares Outstanding	47,547	47,999	48,044	47,777
Net income per diluted share	$ 1.75	$ 0.71	$ 3.10	$ 2.83
Adjusted net income per diluted share	$ 1.88	$ 0.94	$ 3.78	$ 3.62

(a) Represents other items, such as inventory reserves and adjustments, loss on disposal of property, plant and equipment, insurance recovery related to damages of property, plant and equipment , release of indemnified uncertain tax positions and realized or unrealized gain (loss) on foreign currency impacts of intercompany loans and related forward currency derivatives.

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Net Income to Adjusted EBITDA Reconciliation

Consolidated Atkore International Group Inc.

(in thousands)	Three months ended		Fiscal Year Ended	
	December 25, 2020	December 27, 2019	September 30, 2020	September 30, 2019
Net income	$ 85,066	$ 34,790	$ 152,302	$ 139,051
Income tax expense	26,964	7,340	49,696	45,618
Depreciation and amortization	19,044	18,730	74,470	72,347
Interest expense, net	8,254	10,620	40,062	50,473
Restructuring charges	(2)	220	3,284	3,804
Stock-based compensation	5,522	3,123	13,064	11,798
Loss on extinguishment of debt	—	—	273	—
Gain on purchase of a business	—	—	—	(7,384)
Transaction costs	284	51	196	1,200
Other (a)	(8,142)	2,836	(6,712)	7,501
Adjusted EBITDA	$ 136,990	$ 77,710	$ 326,635	$ 324,408

(a) Represents other items, such as inventory reserves and adjustments, loss on disposal of property, plant and equipment, insurance recovery related to damages of property, plant and equipment , release of indemnified uncertain tax positions and realized or unrealized gain (loss) on foreign currency impacts of intercompany loans and related forward currency derivatives.

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Trailing Twelve Month Adjusted EBITDA

Consolidated Atkore International Group Inc.

(in thousands)	TTM December 25, 2020	Three months ended December 25, 2020	September 30, 2020	June 26, 2020	March 27, 2020
Net income	$ 202,578	$ 85,066	$ 54,241	$ 24,078	$ 39,193
Interest expense, net	37,696	8,254	9,457	9,421	10,564
Income tax expense	69,320	26,964	20,584	8,672	13,100
Depreciation and amortization	74,784	19,044	18,946	18,316	18,478
Restructuring charges	3,062	(2)	(55)	474	2,645
Stock-based compensation	15,463	5,522	3,762	1,656	4,523
Loss on the extinguishment of debt	273	—	273	—	—
Transaction costs	429	284	17	122	6
Other(a)	(17,690)	(8,142)	(9,029)	984	(1,503)
Adjusted EBITDA	$ 385,915	$ 136,990	$ 98,196	$ 63,723	$ 87,006

(a) Represents other items, such as inventory reserves and adjustments, loss on disposal of property, plant and equipment, insurance recovery related to damages of property, plant and equipment , release of indemnified uncertain tax positions and realized or unrealized gain (loss) on foreign currency impacts of intercompany loans and related forward currency derivatives.

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Net Debt to Total Debt and Leverage Ratio

Consolidated Atkore International Group Inc.

($ in thousands)	December 25, 2020	September 30, 2020	June 26, 2020	March 27, 2020	December 27, 2019	September 28, 2019	June 28, 2019	March 29, 2019	December 28, 2018
Short-term debt and current maturities of long-term debt	$ —	$ —	$ —	$ —	$ —	$ —	$ —	$ —	$ 26,561
Long-term debt	764,379	803,736	846,145	845,694	845,243	845,317	884,503	884,095	878,094
Total debt	764,379	803,736	846,145	845,694	845,243	845,317	884,503	884,095	904,655
Less cash and cash equivalents	280,420	284,471	$ 237,309	137,202	164,135	123,415	100,734	51,498	75,919
Net debt	$ 483,959	$ 519,265	$ 608,836	$ 708,492	$ 681,108	$ 721,902	$ 783,769	$ 832,597	$ 828,736
TTM Adjusted EBITDA (a)	$ 385,915	$ 326,635	$ 317,249	$ 342,007	$ 332,095	$ 324,408	$ 306,656	$ 294,839	$ 283,086
Total debt/TTM Adjusted EBITDA	2.0 x	2.5 x	2.7 x	2.5 x	2.5 x	2.6 x	2.9 x	3.0 x	3.2 x
Net debt/TTM Adjusted EBITDA	1.3 x	1.6 x	1.9 x	2.1 x	2.1 x	2.2 x	2.6 x	2.8 x	2.9 x

Leverage ratio and TTM Adjusted EBITDA reconciliations for all periods above can be found either in the appendix, or in Exhibit 99.1 to form 8-K filed on February 2, 2021, November 19, 2020, August 4, 2020, May 5, 2020, February 4, 2020, November 22, 2019, August 7, 2019, May 7, 2019, or February 6, 2019.

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Free Cash Flow Reconciliation

Consolidated Atkore International Group Inc.

(in thousands)	Fiscal Year Ended September 30, 2020	September 30, 2019	September 30, 2018	September 30, 2017	September 30, 2016	September 30, 2015
Net cash provided by operating activities	$ 248,762	$ 209,694	$ 145,703	$ 121,654	$ 156,646	$ 141,073
Capital expenditures	(33,770)	(34,860)	(38,501)	(25,122)	(16,830)	(26,849)
Free Cash Flow	$ 214,992	$ 174,834	$ 107,202	$ 96,532	$ 139,816	$ 114,224

(in thousands)	Three months ended December 25, 2020	December 27, 2019
Net cash provided by operating activities	$ 86,276	$ 52,173
Capital expenditures	$ (8,229)	$ (9,809)
Free Cash Flow	$ 78,047	$ 42,364

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Return on Capital Calculation

Consolidated Atkore International Group Inc.

(in thousands)	Fiscal Year Ended September 30, 2020	September 30, 2019	September 30, 2018	September 30, 2017	September 30, 2016	September 30, 2015
Income (Loss) Before Taxes	$ 201,998	$ 184,669	$ 166,352	$ 126,125	$ 86,781	$ (7,871)
Income Tax Expense (Benefit)	49,696	45,618	29,707	41,486	27,985	(2,916)
Tax Rate % [Income Tax Expense (Benefit) ÷ Income (Loss) Before Taxes]	24.6%	24.7%	17.9%	32.9%	32.2%	37.0%
Operating Income	$ 239,556	$ 223,664	$ 179,698	$ 155,953	$ 125,466	$ 36,938
Estimated Taxes on Operating Income [Tax Rate % x Operating Income]	58,936	55,251	32,090	51,297	40,460	13,685
Net Operating Profit After Taxes [Operating Income – Estimated Taxes on Operating Income]	$ 180,620	$ 168,413	$ 147,608	$ 104,656	$ 85,006	$ 23,253
Total Assets	$ 1,558,525	$ 1,436,995	$ 1,324,060	$ 1,215,092	$ 1,164,568	$ 1,113,799
Cash	284,471	123,415	126,662	45,718	200,279	80,598
Current Liabilities	276,170	287,534	272,747	211,837	204,822	210,498
Short-Term Debt & Current Maturities of Long-Term Debt	—	—	26,561	4,215	1,267	2,864
Capital Base [Total Assets – Cash – Current Liabilities + Short-Term Debt & Current Maturities of Long-Term Debt]	$ 997,884	$ 1,026,046	$ 951,212	$ 961,752	$ 760,734	$ 825,567
Average Capital Base [Average of Prior Period Capital Base and Current Period Capital Base]	$ 1,011,965	$ 988,629	$ 956,482	$ 861,243	$ 793,151	$ 873,363
Return on Capital Percentage [Net Operating Profit After Taxes ÷ Average Capital Base]	17.8%	17.0%	15.4%	12.2%	10.7%	2.7%

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Inputs for all periods above can be found either in the appendix, or in our Annual Reports filed on November 19, 2020, November 22, 2019, November 28, 2018, November 29, 2017 and November 29, 2016.

Thank You!



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