

The image features a large, stylized logo for OilDRI Corporation of America on the left side. The logo consists of the word "OILDRI" in a bold, blue, sans-serif font, with a blue oil drop icon integrated into the letter 'O'. Below "OILDRI" is the text "CORPORATION OF AMERICA" in a smaller, blue, sans-serif font. The background is a photograph of a city skyline with several tall buildings. A prominent building on the right has a clock tower and a large American flag hanging from its side. The sky is clear and blue. A large, light blue geometric shape, resembling a stylized 'A' or a triangle, is overlaid on the left side of the image, partially covering the logo and the background buildings.

# OILDRI

CORPORATION OF AMERICA



# CAUTIONARY STATEMENTS REGARDING FORWARD- LOOKING INFORMATION



Certain statements in this presentation may constitute forward-looking statements within the meaning of the safe harbor provisions of the U.S. Private Securities Litigation Reform Act of 1995. Our forward-looking statements include, but are not limited to, statements regarding our or our management team’s expectations, hopes, beliefs, intentions or strategies regarding the future. In addition, any statements that refer to projections, forecasts or other characterizations of future events or circumstances, including any underlying assumptions, are forward-looking statements. These forward-looking statements are based on management’s current expectations, estimates, forecasts, assumptions and projections about future events, our future performance, the future of our business, our plans and strategies, projections, anticipated trends, the economy and other future developments and their potential effects on us. In addition, we, or others on our behalf, may make forward-looking statements in other presentations or written statements, or in our communications and discussions with investors and analysts in the normal course of business through meetings, webcasts, phone calls and conference calls. Forward-looking statements can be identified by words such as “expect,” “outlook,” “forecast,” “would,” “could,” “should,” “project,” “intend,” “plan,” “continue,” “believe,” “seek,” “estimate,” “anticipate,” “may,” “assume,” “potential,” “strive,” and similar references to future periods. Such statements are subject to certain risks, uncertainties and assumptions that could cause actual results to differ materially from those anticipated, intended, expected, believed, estimated, projected, planned or otherwise expressed in any forward-looking statements, including, but not limited to, those described in our most recent Annual Report on Form 10-K and from time to time in our other filings with the Securities and Exchange Commission. Investors are cautioned not to place undue reliance on these forward-looking statements, which speak only as of the date of this presentation. Except to the extent required by law, we do not have any intention or obligation to update publicly any forward-looking statements after the distribution of this presentation, whether as a result of new information, future events, changes in assumptions, or otherwise.



## NON-GAAP MEASURES



To supplement our consolidated financial statements prepared in accordance with generally accepted accounting principles (“GAAP”), Oil-Dri provides certain non-GAAP financial measures in this presentation as supplemental financial metrics. In particular, EBITDA, Free Cash Flow, and Net Debt are non-GAAP financial measures provided in this presentation. We provide a reconciliation of each of these non-GAAP financial measures to the most directly comparable GAAP financial measure in the appendix to this presentation.

The non-GAAP financial measures used by Oil-Dri may not be the same or calculated in the same manner as those used and calculated by other companies. Non-GAAP financial measures have limitations as analytical tools and should not be considered in isolation or as a substitute for Oil-Dri’s financial results prepared and reported in accordance with GAAP. We believe that these non-GAAP measures may be helpful to investors and others in understanding and evaluating our operating results, and we urge investors to review the reconciliation of these non-GAAP financial measures to the comparable GAAP financial measures included in this presentation, and not to rely on any single financial measure to evaluate our business.



# ODC AT A GLANCE

MISSION  
*Creating  
Value from  
Sorbent  
Minerals*

SINCE  
1941

Ticker: **ODC**

Exchange: **NYSE**

Website: **[oildri.com](http://oildri.com)**

Oil-Dri Corporation of America is a leading manufacturer and supplier of specialty sorbent products for consumer and business to business markets.

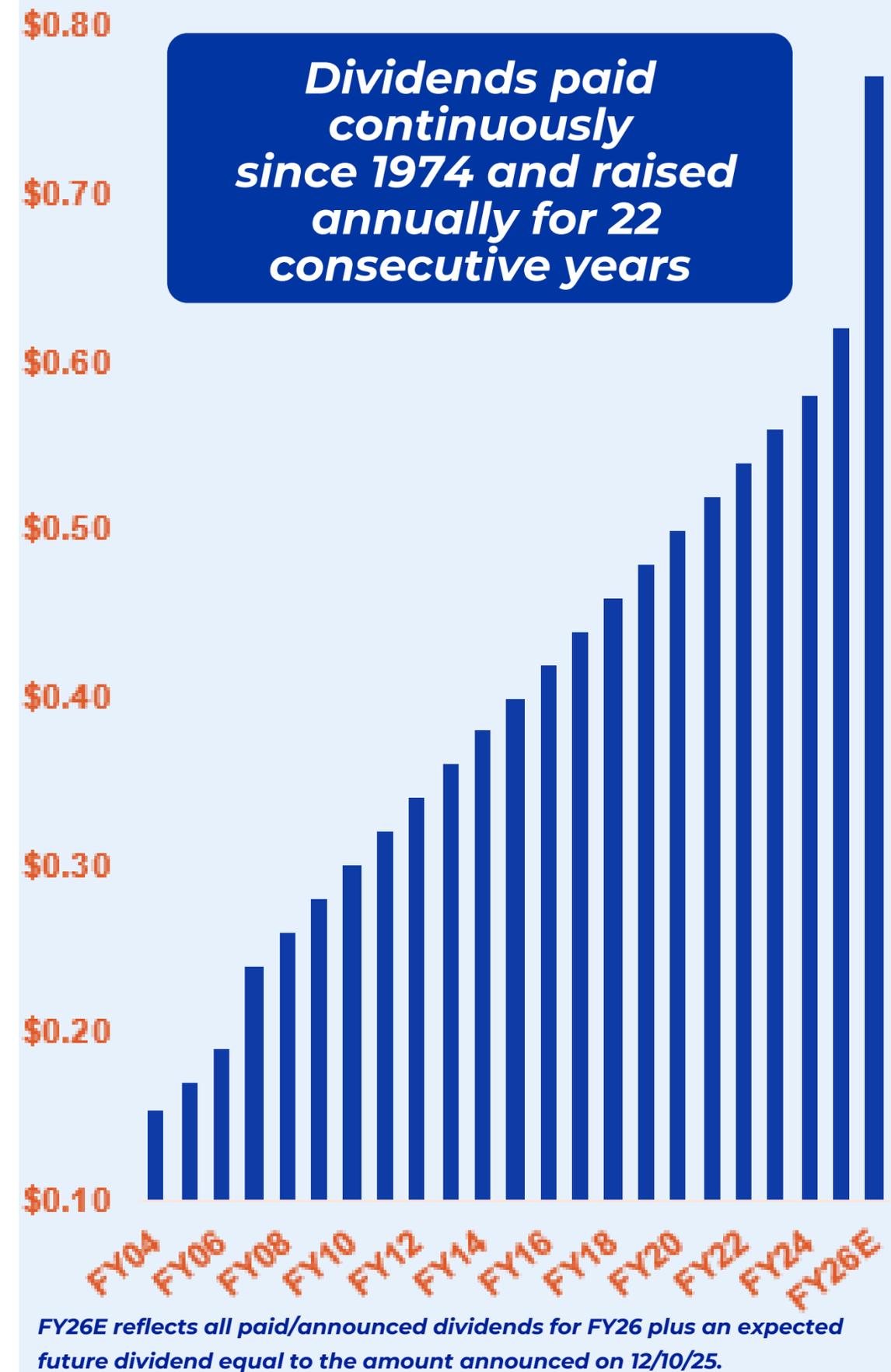
Our teammates are guided by our **WE CARE** values that foster integrity and collaboration which help drive sustainable growth.

TEAMMATES  
**928**



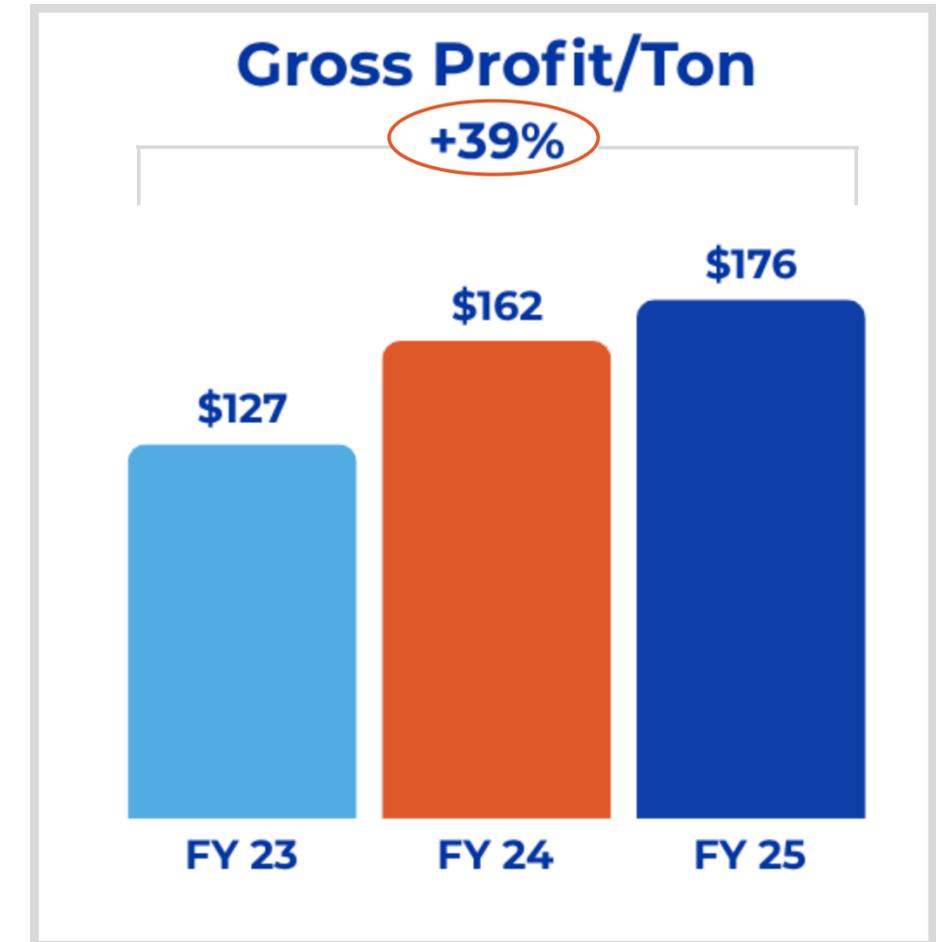
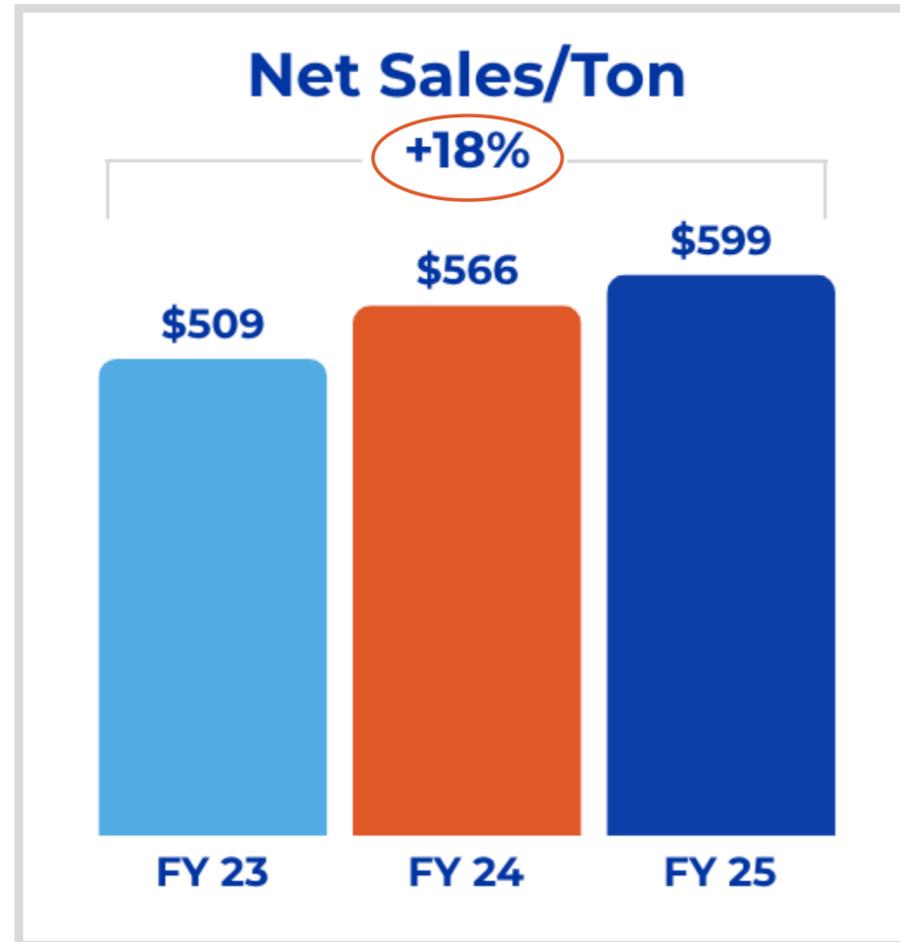
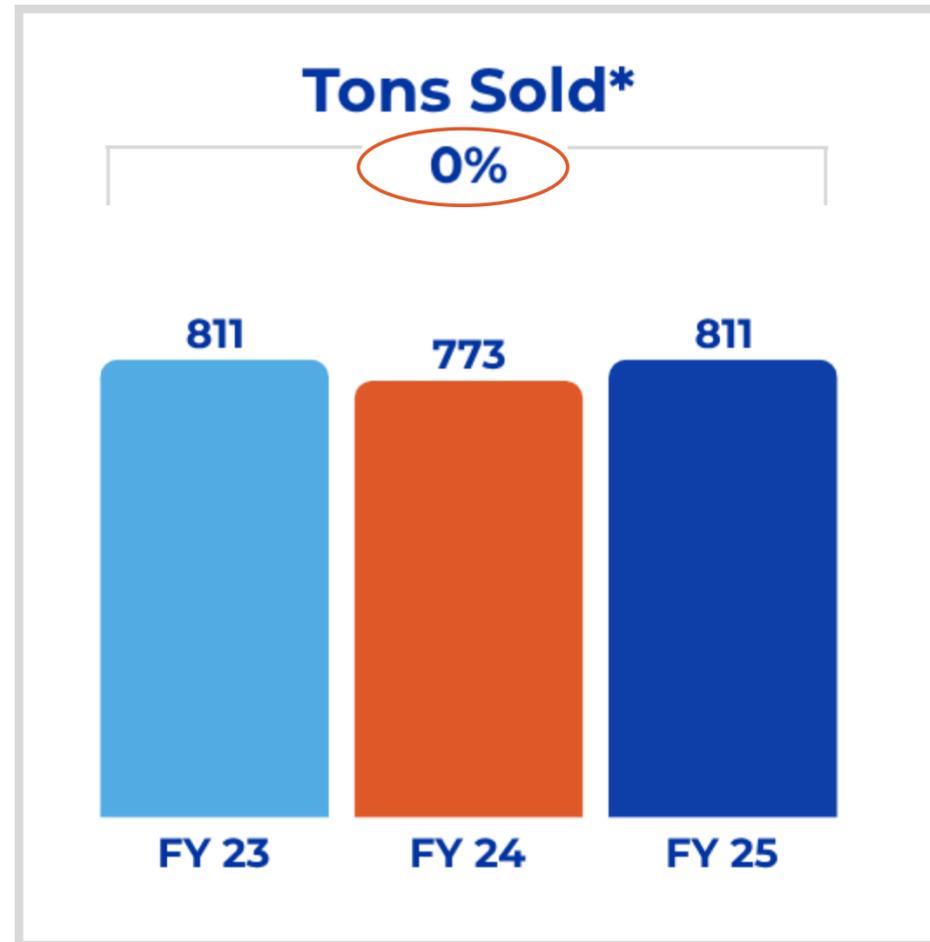
# KEY INVESTMENT HIGHLIGHTS

- **Diverse, Value-Added Product Portfolio** provides balanced exposure across multiple markets and industries
- **Data-Driven Growth Strategy** leveraging a “Mineyball” approach to maximize profitability
- **Vertically Integrated Operations** ensures quality, supply chain reliability, and cost efficiency
- **Strong Balance Sheet with Consistent Shareholder Returns** driven by disciplined capital allocation and a consistent dividend track record
- **Experienced Leadership Team** executing strategic investments and creating value for sustainable, long-term growth





# THE MINEYBALL EFFECT



Oil-Dri® applies a data-driven, disciplined strategy to maximize value per ton of its non-renewable mineral resources

\*Tons in Thousands



**Nick Jaffee**  
1941-1960



**Dick Jaffee**  
1958-2017



**Dan Jaffee**  
1987-Present

## THREE GENERATIONS OF FAMILY LEADERSHIP SINCE 1941



# KEY DATES IN ODC HISTORY



## 1920's / 1930's

Nick Jaffee attended the Wisconsin Mining School and later sold auto parts to companies like Sears Roebuck, Montgomery Ward, & Walgreens.



## 1940's / 1950's

Nick identified the need for a nonflammable product, in lieu of sawdust, to absorb oil from factory floors/garages and introduced Fullers Earth for its highly absorbent properties. Oil-Dri's legacy product was born.

**1941: Oil-Dri Corporation of America was founded.**

**1947:** ODC entered the cat litter market.



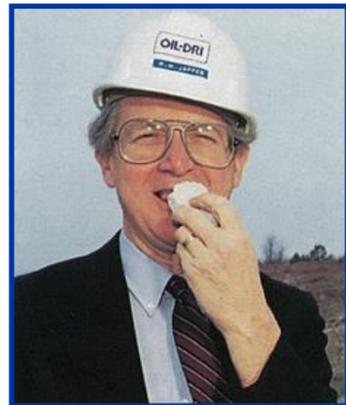
**1950:** Nick acquired a minority stake in two mineral companies located in Georgia & Mississippi.

## 1960's / 1970's

**1960:** Dick assumed the roles of President & CEO and led the Company's journey to become 100% vertically integrated.

**1965:** ODC diversified into agricultural carrier products.

**1971:** ODC completed its initial public offering and was listed on NASDAQ.



## 1980's / 1990's

**1986:** ODC expanded into the fluids purification market.

**1991:** The Nick Jaffee Center for Innovation opened in Vernon Hills, IL.

**1993:** ODC moved its listing to the NYSE.

**1995:** Dan Jaffee became President.

## 2000's / 2010's

**2001:** A new mission statement was developed: "Creating Value from Sorbent Minerals". ODC entered the Sports Field products market.

**2007:** Amlan International was established as Oil-Dri's animal health business.

**2011: ODC invented the first Lightweight litter and revolutionized the cat litter industry.**

**2019:** The Richard M. Jaffee Laboratory for Applied Microbiology opened in Vernon Hills, IL.

## 2020's

**2024:** ODC acquired Ultra Pet Company Inc., a prominent supplier of crystal cat litter and achieved record results for annual consolidated net sales and net income.

**2025:** Price per share reached an all-time high, achieving record market cap.





# MEET THE EXECUTIVE OFFICERS

**Aaron V. Christiansen**  
*VP of Operations*



**Christopher B. Lamson**  
*Group VP of Business to Business & Strategic Growth Initiatives*



**Daniel S. Jaffee**  
*Chairman, President & Chief Executive Officer*



**Susah M. Kreh**  
*Chief Financial Officer & Chief Information Officer*



**W. Wade Robey, Ph.D.**  
*VP of Agriculture, ODC & President of Amlan International*



**Laura G. Scheland**  
*VP & General Manager of Consumer Products Division*





# COAST-TO-COAST MINERAL EXPERTISE



## International Processing Facilities:

-  Laval, Quebec, Canada
-  Wisbech, United Kingdom

## Subsidiaries:

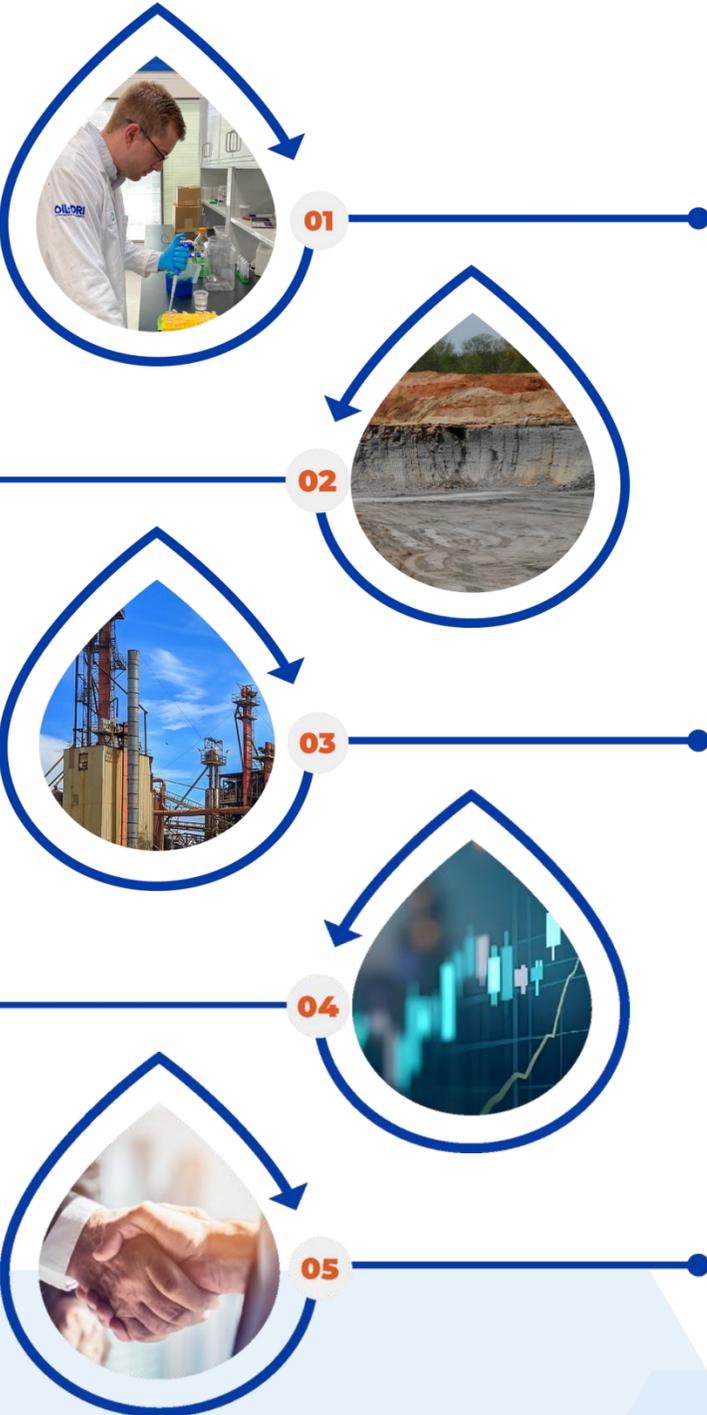
-  Canada
-  United Kingdom
-  Switzerland
-  China
-  Indonesia
-  Mexico
-  The Netherlands

## Two R&D Facilities in Vernon Hills, Illinois:





# VERTICALLY INTEGRATED SINCE 1962



## RESEARCH & DEVELOPMENT

- Two R&D facilities support all business units and are staffed with a variety of expert scientists in applicable fields of study
- Integrated R&D approach aligns scientific discovery with commercial objectives

## MINE

- Mined minerals include calcium bentonite, attapulgite and diatomaceous shale, sourced from owned or leased land near manufacturing facilities
- A minimum of 40 years of proven and probable reserves of each type of clay at each location is maintained

## MANUFACTURE

- Production at five U.S. manufacturing facilities with quality controlled at every stage
- Superior supply chain and operational performance, exceeding industry standards

## MARKET

- Strong marketing teams develop branding and product differentiation strategies
- Advertising and marketing efforts are leveraged to support and boost sales

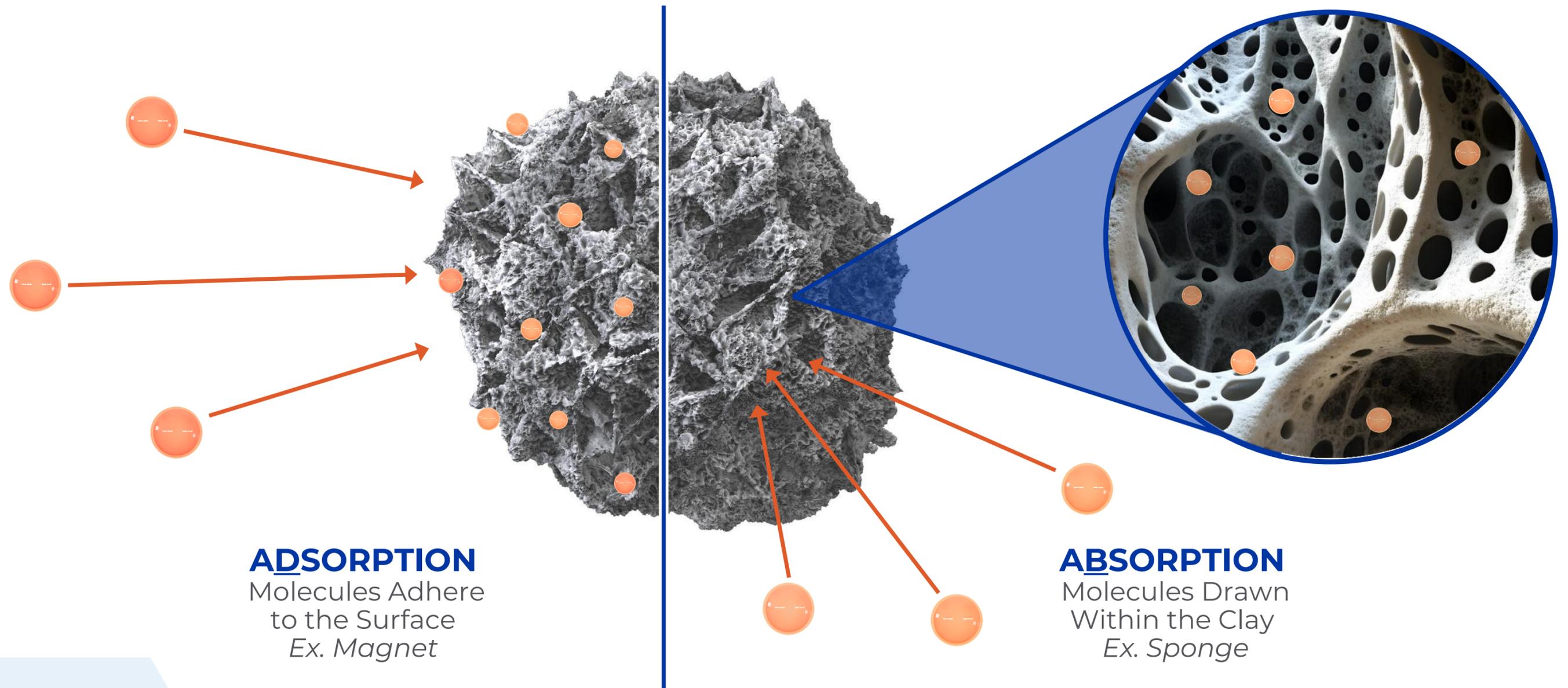
## SELL

- Global sales team selling diverse product portfolio within the U.S. and abroad
- Experienced technical service team work directly with customers to optimize product performance and support sales



# ADSORB VS. ABSORB

## Binding Characteristics





# OPERATING SEGMENTS & MARKETS SERVED



Retail & Wholesale  
Products Group

Business to Business  
Products Group



Cat  
Litter



Industrial  
& Automotive



Sports  
Field



Fluids  
Purification



Animal Health  
& Nutrition



Agriculture  
& Horticulture

Oil-Dri offers a diverse product portfolio of **sorbent minerals**. Each product addresses different market needs and is essential for our overall business strategy and growth.

Products are supported by a dedicated team of **research & development and technical service** professionals.



# CAT LITTER

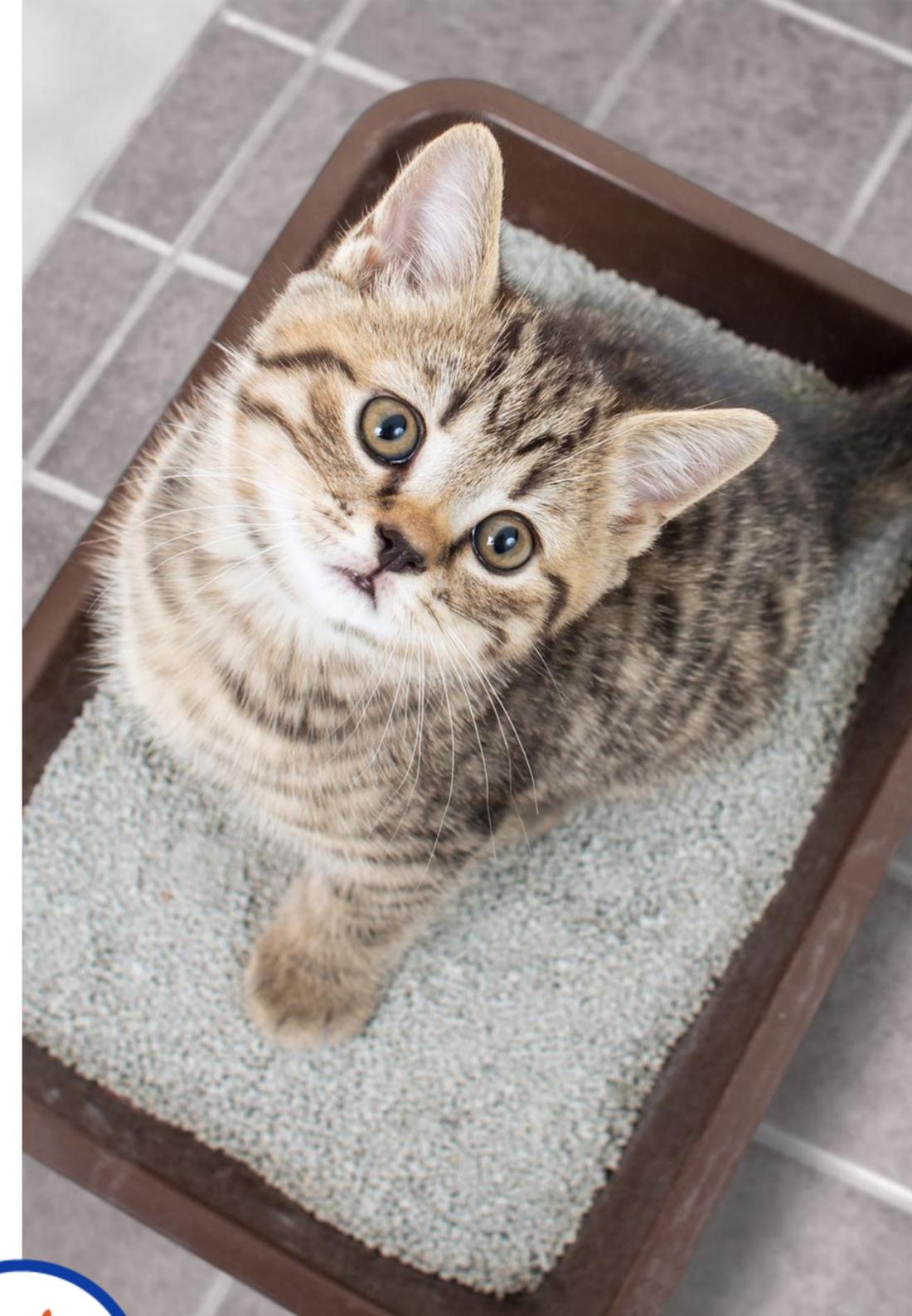
RETAIL & WHOLESALE PRODUCTS GROUP

## Overview:

- Clay-based lightweight clumping & coarse litter
- Silica-gel based lightweight crystal litter
- Accessories include cat box liners & KatKit litter-filled trays
- Products sold to national grocery chains, mass merchandisers, e-commerce, pet specialty, farm & fleet, drug, and dollar retailers
- Co-packaging partners
- Branded and private label offerings

## Product Benefits:

- Patented lightweight clay formula
- Lightweight for easy use & handling
- Less weight, fewer trucks, lower emissions
- Low dust, superior absorbency & odor control
- Value-priced compared to leading brands with performance parity



JONNY  
CAT

Ultra **Saular**



# INDUSTRIAL & AUTOMOTIVE

RETAIL & WHOLESALE PRODUCTS GROUP

## Overview:

- Granular clay absorbents and melt-blown polypropylene sorbents used to absorb fluid leaks and spills
- Spill Kits for compliance and preparedness
- Products sold to wholesalers and retailers serving mainly industrial, automotive and sanitation markets
- Single-source supplier delivering superior quality and service
- Branded and private label offerings

## Product Benefits:

- Complies with OSHA and EPA standards
- Prevents slipping hazards and fires with proper use
- Keeps areas clean and dry



**OILDRI**



# SPORTS FIELD

RETAIL & WHOLESALE PRODUCTS GROUP

## Overview:

- Clay-based products used as infield conditioners and packing clays for sports playing fields
- Products sold through distributors supplying the professional and recreational baseball and cricket field markets

## Product Benefits:

- Improves water drainage and moisture management to maintain a safe playing environment
- Offers high liquid holding capacity, durable granules, natural red color, and dust-free performance
- Packing clays provide a solid subsurface on pitcher's mounds and plate area to prevent common wear spots





# FLUIDS PURIFICATION

BUSINESS TO BUSINESS PRODUCTS GROUP

## Overview:

- Clay-based filtration adsorbents remove impurities and contaminants in the processing of edible oils, biodiesel, renewable diesel, and jet fuel
- Serving customers across the fats and oils, sustainable energy, and aviation production industries
- Natural and activated bleaching adsorbents

## Product Benefits:

- Superior flowability allows for increased oil production rates
- Effective on a wide range of vegetable oils, animal fats, and mineral oils
- Optimized for filtration and product activity



**Oil-Dri**  
FLUIDS PURIFICATION



# ANIMAL HEALTH & NUTRITION

BUSINESS TO BUSINESS PRODUCTS GROUP

PATENTED



## Overview:

- Feed additives that support animal health and productivity without the use of antibiotics
- Clay mineral technology proven to bind and remove harmful toxins (fungal and bacterial) within an animal's gut
- Customers include producers of poultry, cattle, swine, and aquaculture as well as premix and base mix formulators

## Product Benefits:

- Selectively sourced mineral for unique chemical composition
- Thermally processed without requiring the addition of harmful chemicals for efficacy
- Validated performance by 80+ third-party research studies



**Amlan**  
INTERNATIONAL



# AGRICULTURE & HORTICULTURE

BUSINESS TO BUSINESS PRODUCTS GROUP

## Overview:

- Traditional and engineered granular and powder carriers that enhance crops and plants by delivering beneficial nutrients, as well as biological and synthetic pesticides
- Customers include basic active ingredient manufacturers and crop & horticulture formulators across the globe

## Product Benefits:

- Natural and reliable carrier solutions
- Customized to satisfy unique needs, including mineral type, particle size, and moisture content
- Effectively absorbs and delivers active ingredients, while providing moisture management



**JIL-DRI**



# OPERATIONAL EXCELLENCE

- **Oil-Dri's Case Fill Rate Exceeds 99.7%**, significantly higher than the most demanding customer requirements of 95%-98%
- **On-Time Performance Exceeds the 90%** customer expectation threshold and surpasses the industry average of 87%
- **Excellence in Service Results are Achieved Through:**
  - Robust forecasting and planning tools
  - Effective operational execution
  - Strong supplier partnerships
  - Strategic deployment of inventory
  - Capital investments to increase reliability, flexibility and capacity
  - Teamwork, attitude, and culture

Case fill rate % is measured by the percentage of pallets (or other units of measure) that are shipped per a customer's original order. On-time performance is measured by the percentage of orders that arrive on-time per a customer's requested arrival date. Orders that are missed entirely, arrive late, or arrive early impact this measure.





# GROWTH STRATEGIES FOR OUR VALUE-ADDED PRODUCTS

## LIGHTWEIGHT LITTER



### Grow the Lightweight Litter Segment, Invented by Oil-Dri

- Focus advertising & marketing on benefits of lightweight products
- Drive distribution in e-commerce & other growth channels
- Expand through new private label opportunities
- Provide value-size options to consumers

Innovate across the cat litter category

## CRYSTAL LITTER



### Leverage Existing Distribution and Expand Product Line

- Grow distribution of Cat's Pride, Ultra, and private label crystal products
- Develop branding of all crystal litter offerings
- Leverage ODC's extensive logistics capabilities
- Broaden strategic customer relationships

## RENEWABLE DIESEL



### Grow with Market, Domestically & Abroad

- Secure new domestic business as additional plants become operational
- Expand into foreign markets
- Leverage poor oil quality conditions
- Capitalize on growing production of Sustainable Aviation Fuel (SAF)

## ANIMAL HEALTH



### Customize Offerings to Channels of Distribution

- Expand targeted markets
- Enter premix & base mix markets
- Strengthen/develop relationships with existing and potential customers
- Focus on species diversification



# STRATEGIC CAPITAL ALLOCATION

- **Invest in Manufacturing Infrastructure** to enhance operational efficiencies, replace aging assets, and increase capacity
- **Optimize Operational Working Capital** to support business growth needs
- **Strengthen Digital Infrastructure** to improve data-driven decision making
- **Maintain our Long-Term Dividend** that reflects confidence in cash flow generation
- **Pursue Strategic Acquisitions** that support our mission to *Create Value from Sorbent Minerals*
- **Execute Opportunistic Share Repurchases** to return value to shareholders and offset dilution



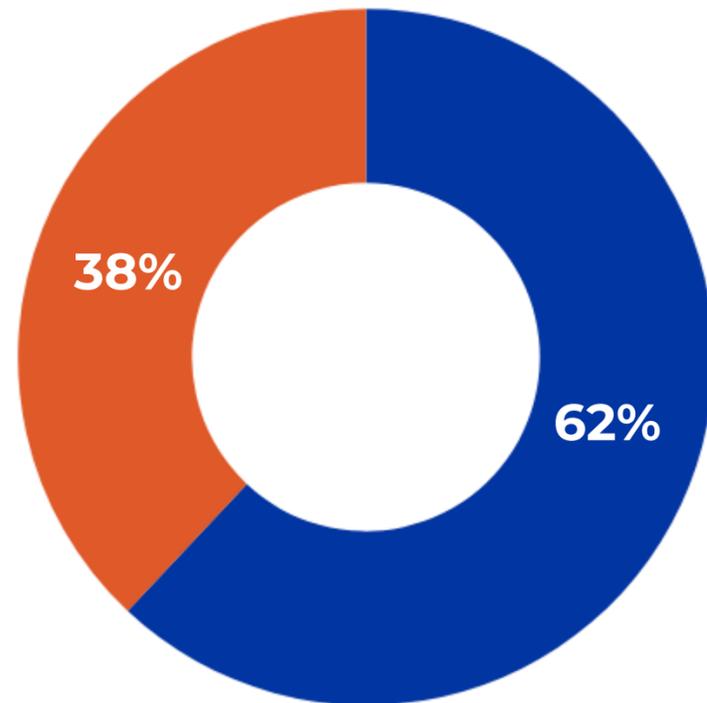


# NET SALES BY OPERATING SEGMENT & PRODUCT



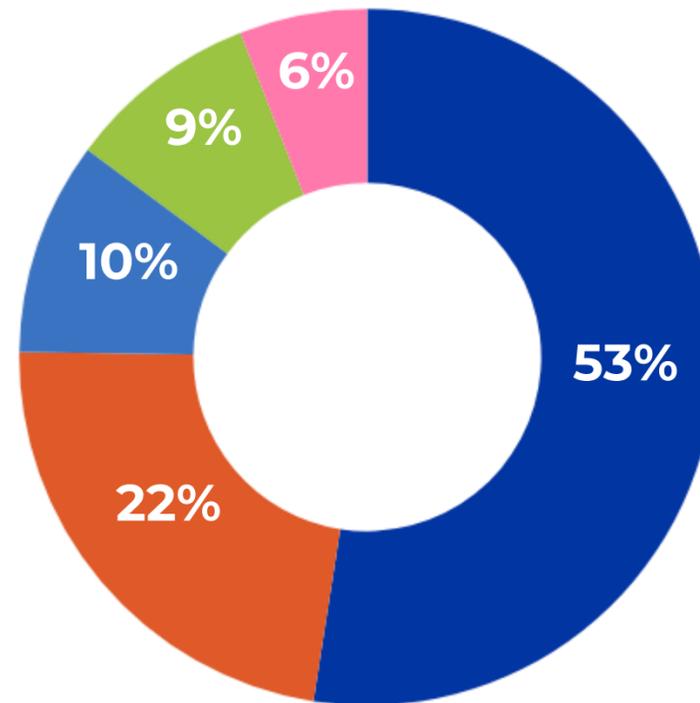
## BY OPERATING SEGMENT

- Retail & Wholesale
- Business to Business



## BY PRODUCT

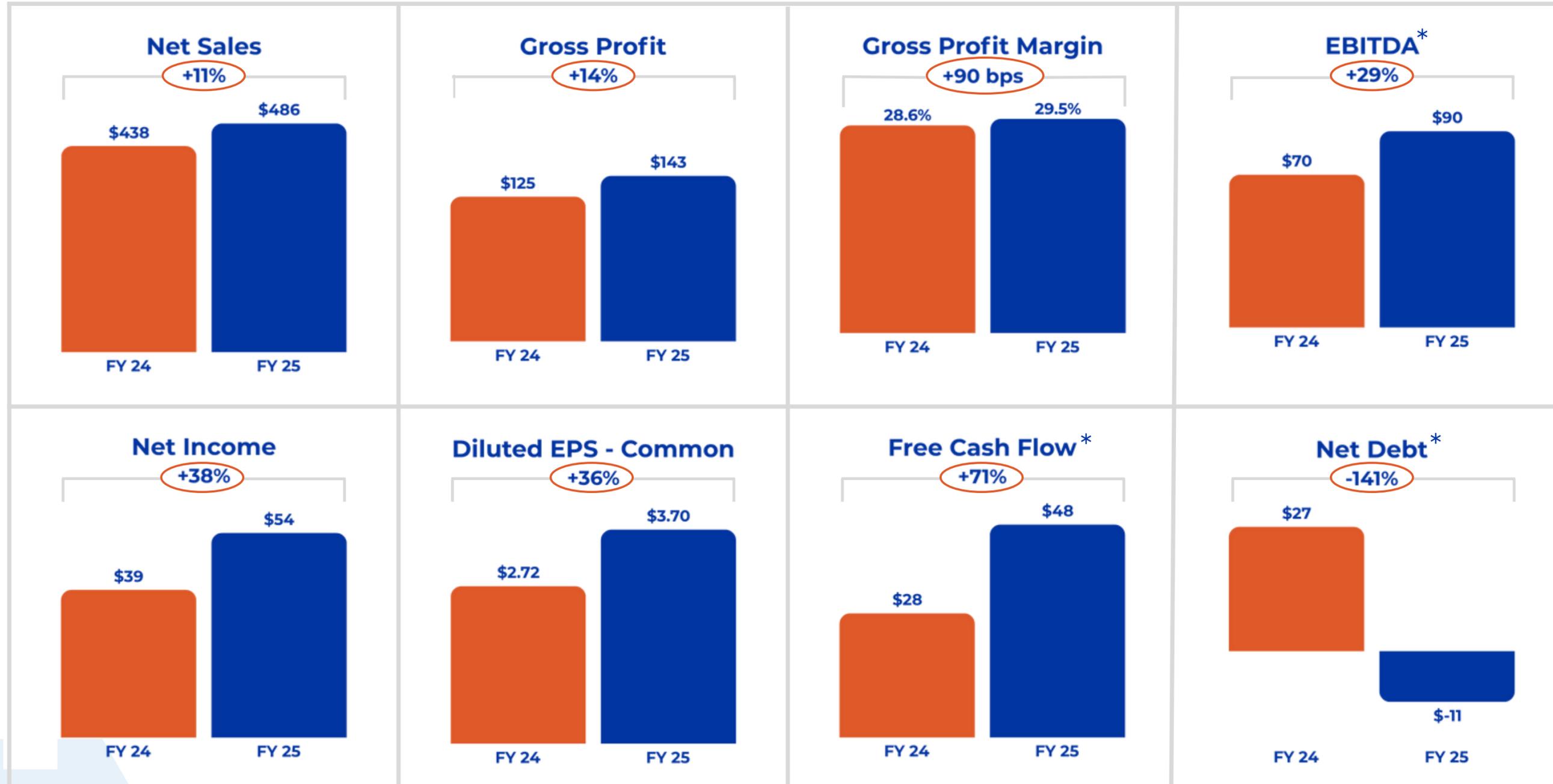
- Cat Litter
- Fluids Purification
- Industrial & Sports
- Agriculture & Horticulture
- Animal Health & Nutrition





# KEY FINANCIALS

(in millions)



Dollar amounts and percentages have been rounded for presentation purposes.

\*Please refer to the reconciliation of Non-GAAP financial measures in the Appendix for a reconciliation of Non-GAAP items to the comparable GAAP measures.



# CAPITAL & LIQUIDITY

*(in millions)*

	FY 2024	FY 2025
Cash & Cash Equivalents	\$23.5	\$50.5
Current Ratio	2.2x	2.6x
Working Capital	\$80.5	\$108.2
Debt to Equity Ratio	0.24x	0.15x
Capital Expenditures	\$32.0	\$32.6
Return on Avg. Assets	12.3%	14.5%
Return on Avg. Shareholder Equity	20.3%	23.0%
Return on Invested Capital	14.3%	17.3%



# HONORED BY OUR STAKEHOLDERS, INSPIRED TO ACHIEVE MORE



Years: 2024, 2025, 2026



Oil-Dri Corporation of America is a 2024 Top Workplace!

Years: 2012, 2013, 2014, 2021, 2022, 2023, 2024



2024 Top 100 Finalist  
Cat's Pride®  
Antibacterial Clumping Litter



Years: 2023, 2024



**CHICAGO  
CFO OF THE YEAR**  
2024 Susan Kreh



2025 Large Business  
of the Year  
ODC Georgia



2011 Walmart Vendor  
Responsibility Award



2018 Georgia  
Mining  
Association  
Environmental  
Award for  
Outstanding  
Achievement in  
Land Reclamation



2024 Amlan International®  
B2B Marketing Team



# CONTACT US



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+312-321-1515





# APPENDIX



# RECONCILIATION: FREE CASH FLOW

*(In Millions)*

	FY24	FY25
Operating Cash Flow (GAAP)	\$60.3	\$80.2
Capital Expenditures	-\$32.0	-\$32.6
<b>Free Cash Flow</b>	<b>\$28.3</b>	<b>\$47.6</b>

Free Cash Flow is defined as operating cash flow calculated in accordance with GAAP, minus capital expenditures.



# RECONCILIATION: EBITDA

*(In Millions)*

	FY24	FY25
Net Income (GAAP)	\$39.4	\$54.0
Depreciation & Amortization	\$19.3	\$22.0
Interest Expense	\$1.8	\$2.4
Interest Income	-\$0.9	-\$0.7
Tax	\$10.2	\$12.2
<b>EBITDA</b>	<b>\$69.9</b>	<b>\$90.0</b>

**EBITDA is defined as net income calculated in accordance with GAAP, plus the sum of depreciation, amortization, interest expense, interest income, and income tax expense.**



# RECONCILIATION: NET DEBT

*(In Millions)*

	FY24	FY25
Notes Payable	\$49.8	\$38.8
Short-Term Payables	\$1.0	\$1.0
Cash & Cash Equivalents	-\$23.5	-\$50.5
<b>Net Debt</b>	<b>\$27.3</b>	<b>-\$10.6</b>

**Net Debt is defined as notes payable plus short-term payables minus cash and cash equivalents.**