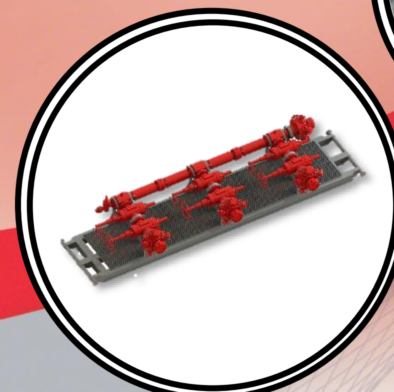


Investor Presentation

Cactus, Inc. (NYSE: WHD)

March 2023

Important Disclosures

Non-GAAP Measures

This presentation includes references to EBITDA, Adjusted EBITDA, Adjusted EBITDA Margin, and EBIT, which are not measures calculated in accordance with accounting principles generally accepted in the United States of America ("GAAP"). A reconciliation of EBITDA, Adjusted EBITDA and EBIT to net income, the most directly comparable measure calculated in accordance with GAAP, is provided in the Appendix included in this presentation. While management believes such measures are useful for investors, these measures should not be used as a replacement for financial measures that are calculated in accordance with GAAP.

On February 28, 2023, Cactus, through one of its subsidiaries, completed its previously announced merger of the FlexSteel business (the "Merger") through a merger with HighRidge Resources, Inc. and its subsidiaries ("HighRidge"). On February 27, 2023, in order to facilitate the Merger with HighRidge, an internal reorganization was completed in which Cactus Companies, LLC ("Cactus Companies"), a recently formed wholly-owned subsidiary of Cactus Inc., acquired all of the outstanding units representing ownership interests in Cactus Wellhead, LLC, the operating subsidiary of Cactus Inc. (the "CC Reorganization"). FlexSteel Holdings, Inc. was a wholly-owned subsidiary of HighRidge prior to the Merger and was converted into a limited liability company, contributed from HighRidge to Cactus Companies as part of the CC Reorganization and is now named FlexSteel Holdings, LLC ("FlexSteel").

Unless otherwise specifically noted herein or the context otherwise requires, information set forth herein with respect to the 2022 year only relates to the period as of and for the annual period ended December 31, 2022 and, therefore, does not include the information of HighRidge for that period or reflect the CC Reorganization. Accordingly, unless otherwise specifically noted herein or the context otherwise requires, references herein to Cactus Inc. and its consolidated subsidiaries (the "Company", "we", "us", "our" and "Cactus") refers only to Cactus and its consolidated subsidiaries prior to the Merger and the CC Reorganization and do not include results and other information associated with HighRidge and the FlexSteel business.

Forward-Looking Statements

The information in this presentation includes "forward-looking statements" within the meaning of Section 27A of the Securities Act of 1933, as amended, and Section 21E of the Securities Exchange Act of 1934, as amended. All statements, other than statements of historical fact included in this presentation, regarding our strategy, future operations, financial position, estimated revenues and losses, projected costs, prospects, plans and objectives of management are forward-looking statements. When used in this presentation, the words "may," "hope," "potential," "could," "believe," "anticipate," "intend," "estimate," "expect," "project" and similar expressions are intended to identify forward-looking statements, although not all forward-looking statements contain such identifying words. These forward-looking statements are based on Cactus' current expectations and assumptions about future events and are based on currently available information as to the outcome and timing of future events. We caution you not to place undue reliance on any forward-looking statements, which can be affected by assumptions used or by risks or uncertainties, including unanticipated challenges relating to the FlexSteel transaction following the completion of the acquisition. Consequently, no forward-looking statements can be guaranteed. When considering these forward-looking statements, you should keep in mind the risk factors and other factors noted in the Company's Annual Report on Form 10-K, any Quarterly Reports on Form 10-Q and the other documents that the Company files from time to time with the Securities and Exchange Commission. These documents are available on the Company's website at https://cactuswhd.com/investors/sec-filings/ or through the SEC's Electronic Data Gathering and Analysis Retrieval ("EDGAR") system at www.sec.gov. The risk factors and other factors noted therein could cause actual results to differ materially from those contained in any forward-looking statement. We disclaim any duty to update and do not intend to update any forward-looking statements, all of which are expressly qualified by the statements in this section, to reflect events or circumstances after the date of this presentation.

Industry and Market Data

This presentation has been prepared by Cactus and includes market data and other statistical information from third-party sources, including independent industry publications, government publications or other published independent sources. Some data is also based on Cactus' good faith estimate. Although Cactus believes these third-party sources are reliable as of their respective dates, Cactus has not independently verified the accuracy or completeness of this information.

Information Presented

Except as otherwise indicated or required by the context, references in this presentation to the "Company," "Cactus," "we," "us" and "our" refer to (i) Cactus Wellhead, LLC ("Cactus LLC") and its consolidated subsidiaries prior to the completion of our IPO and (ii) Cactus, Inc. ("Cactus Inc.") and its consolidated subsidiaries (including Cactus LLC) following the completion of our IPO on February 12, 2018. Cactus LLC is our accounting predecessor.

Experienced Executive Team

Scott Bender
President & CEO

- Mr. Bender has served as President and CEO since co-founding Cactus Wellhead, LLC ("Cactus LLC") in 2011.
- Mr. Bender previously was President of Wood Group Pressure Control from 2000 to 2011.
- Mr. Bender successfully built and monetized Ingram Cactus Company (sold to Cameron in 1996) and led Wood Group Pressure Control's profitable expansion until its sale to General Electric in 2011.
- Mr. Bender graduated from Princeton University in 1975 with a Bachelor of Science in Engineering and from the University of Texas at Austin in 1977 with a Master of Business Administration.

Joel Bender
Senior Vice President & Chief Operating Officer

- Mr. Bender has served as Senior Vice President and COO since co-founding Cactus LLC in 2011.
- Mr. Bender previously was Senior Vice President of Wood Group Pressure Control from 2000 to 2011.
- Mr. Bender successfully built and monetized Ingram Cactus Company (sold to Cameron in 1996) and led Wood Group Pressure Control's profitable expansion until its sale to General Electric in 2011.
- Mr. Bender graduated from Washington University in 1981 with a Bachelor of Science in Engineering and from the University of Houston in 1985 with a Master of Business Administration.

Steven Bender
Vice President of Operations

- Mr. Bender has served as Vice President of Operations of Cactus LLC since 2011, managing all US service center and field operations.
- Mr. Bender previously was Rental Business Manager of Wood Group Pressure Control from 2005 to 2011.
- Mr. Bender graduated from Rice University in 2005 with a Bachelor of Arts in English and Hispanic Studies and from the University of Texas at Austin in 2010 with a Master of Business Administration.

Steve Tadlock
Vice President, Chief Financial Officer & Treasurer

- Mr. Tadlock joined Cactus in June 2017 and has served as Vice President, Chief Financial Officer & Treasurer, since March 2019. He has worked with Cactus LLC since its founding in 2011 as a Board Observer.
- Mr. Tadlock previously served as a Director and Chairman of Polyflow Holdings, LLC until his resignation in 2018.
- Mr. Tadlock previously worked at Cadent Energy Partners, where he served as a Partner from 2014 to 2017.
- Mr. Tadlock graduated from Princeton University in 2001 with a Bachelor of Science in Engineering and from the Wharton School at the University of Pennsylvania in 2007 with a Master of Business Administration.

William Marsh
Vice President of Administration and General Counsel

- Mr. Marsh has served as Vice President of Administration and General Counsel since May 2022.
- Mr. Marsh previously had been of counsel with the law firm of Bracewell LLP from 2021 to 2022.
- Mr. Marsh previously was with the Baker Hughes Company, most recently serving as Chief Legal Officer from 2013 to 2021.
- Mr. Marsh obtained a Bachelor of Science in Accounting in 1985 and a Juris Doctor in 1989 from Brigham Young University.

Investment Highlights

1. A Leading Pure Play Equipment Solutions Provider for Onshore Markets
2. Innovative and Differentiated Products & Services that Sustain Relative Margin Resilience
3. Dynamic Operating and Manufacturing Capabilities
4. Strong Margins and Free Cash Flow Generation
5. Experienced Management Team with Significant Equity Ownership & Strong Industry Relationships

Through-Cycle Outperformance

Products & Operations Overview

Cactus designs, manufactures, sells and rents highly engineered products which generate improved drilling, completion and production efficiencies while enhancing safety

Wellhead systems

Production trees

Spoolable pipe

Frac Stacks

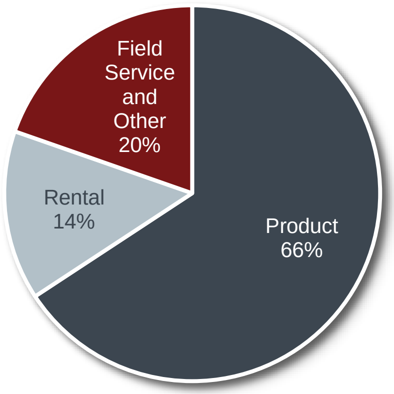
Completion Equip.

End Fittings

Cactus Provides Service, Installation & Maintenance for its Equipment

Historical Financial Overview (Excluding FlexSteel)

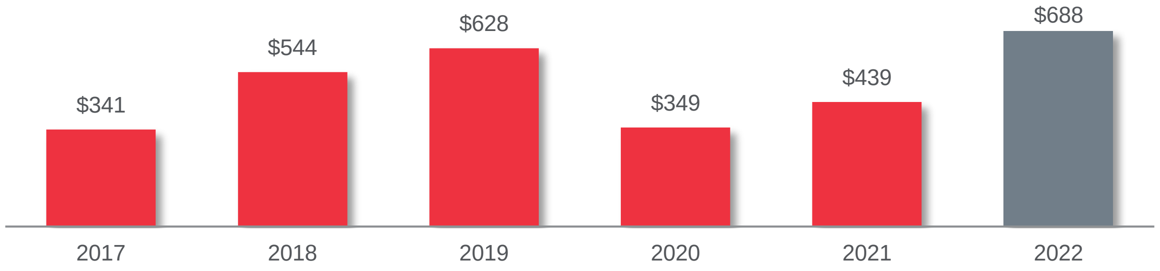
2022 Revenue by Type



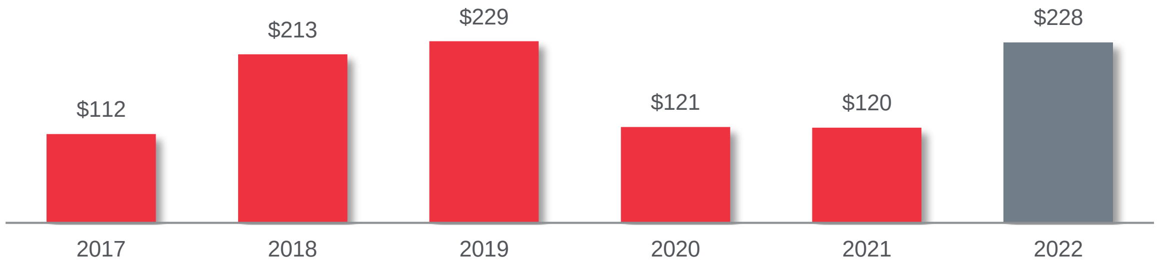
Selected Active Basins

- Bakken
- Eagle Ford
- Permian
- SCOOP/STACK
- DJ / Powder River
- Marcellus / Utica
- Haynesville
- Cooper, Australia

Revenue ($ in millions)

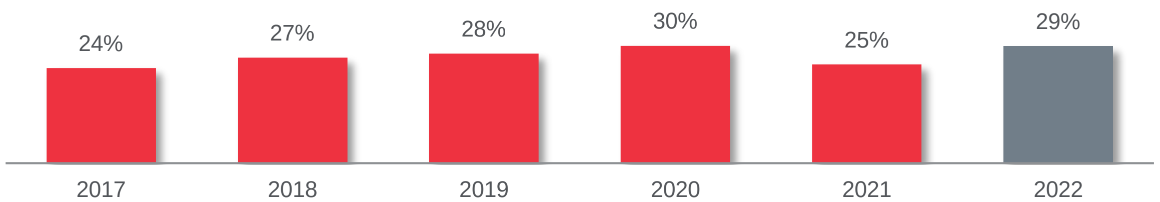


Adjusted EBITDA[1] ($ in millions)



	2017	2018	2019	2020	2021	2022
Adj. EBITDA[1] as % of Revenue	33%	39%	36%	35%	27%	33%

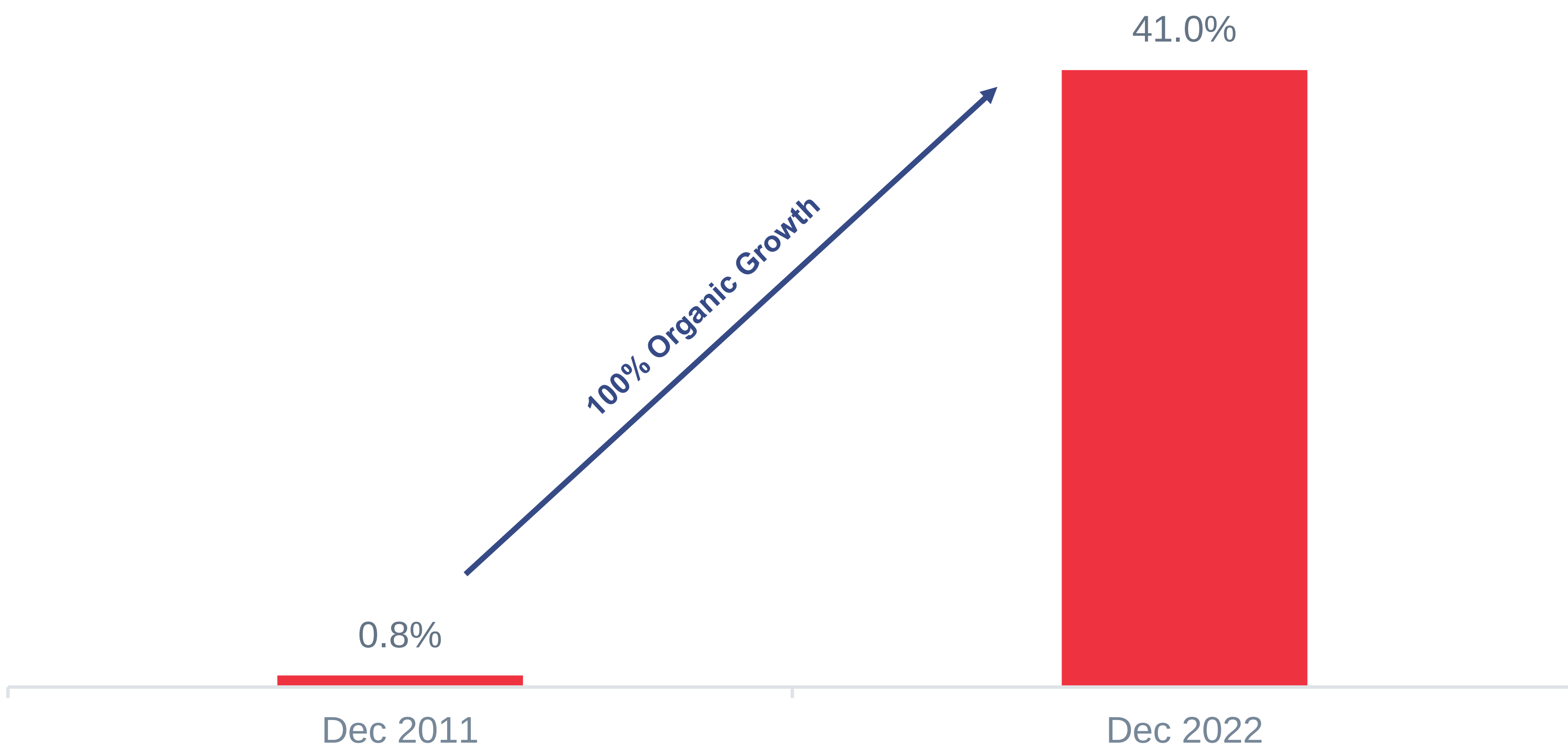
Adjusted EBITDA[2] – Net Capital Expenditures[3] as % of Revenue



Source: Company filings.
Note: Historical financial data shown not inclusive of FlexSteel, which was acquired on Feb 28, 2023.
1) EBITDA and Adjusted EBITDA are non-GAAP financial measures. The Appendix at the back of this presentation contains a reconciliation of EBITDA and Adjusted EBITDA to net income, the most comparable financial measure calculated in accordance with GAAP.
2) Net Capital Expenditures equals net cash flows from investing activities.

Market Leader with Strong Wellhead Market Share

Historical U.S. Onshore Wellhead Market Share[1]



Cactus U.S. Onshore Rigs Followed	15	311

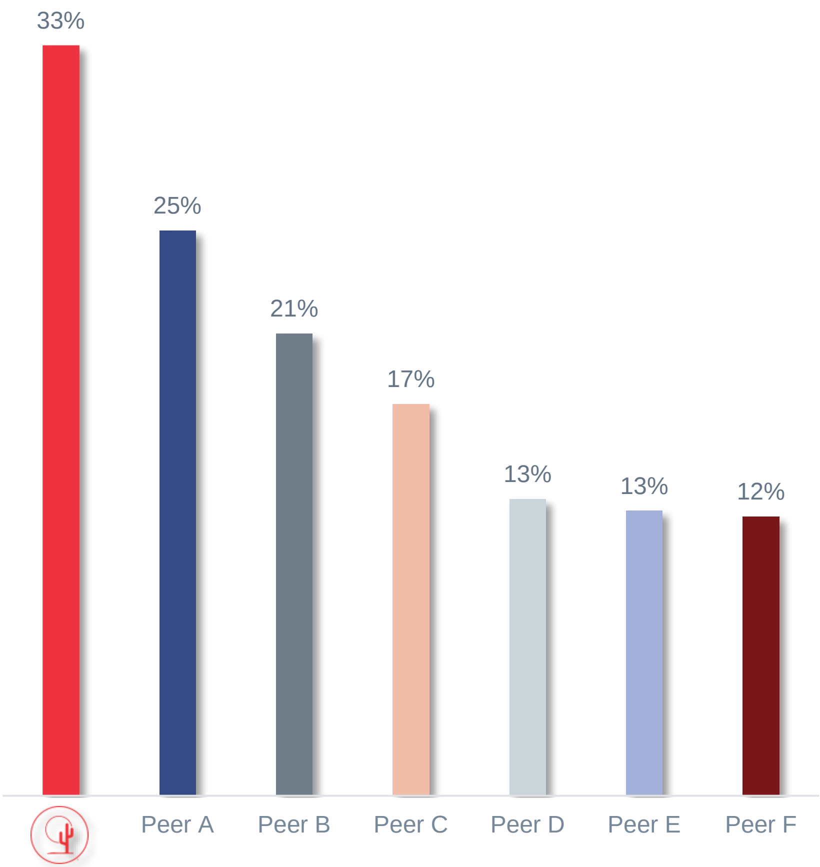
Significant U.S. Market Share Gains

Source: Baker Hughes Rig Count Data, as published on the Friday on or immediately preceding the 15th day of each month presented, and Cactus analysis.

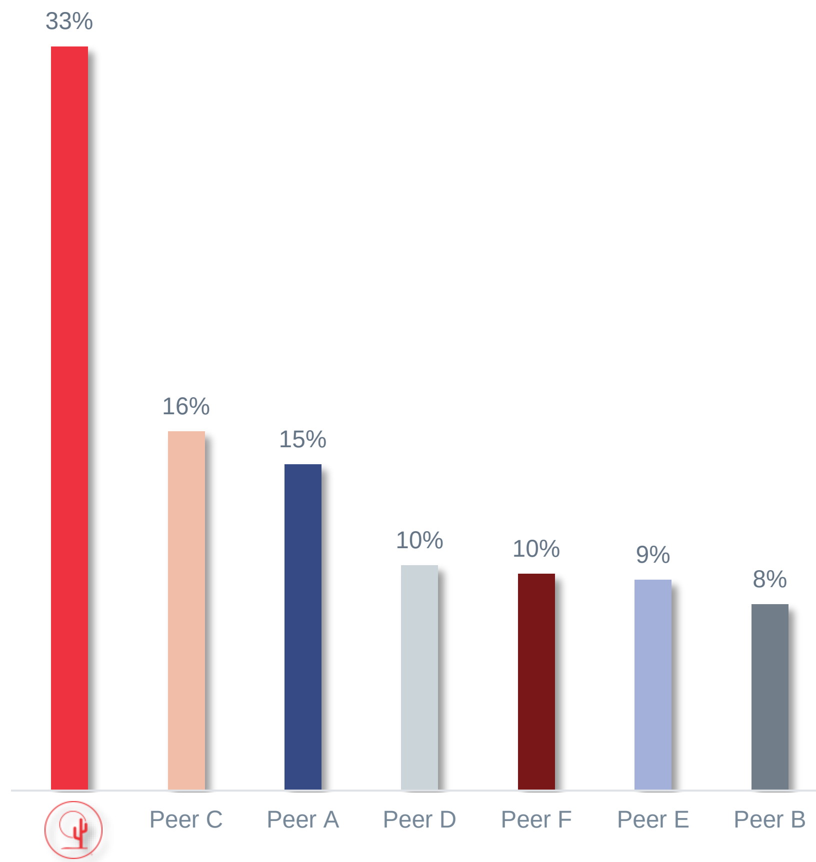
1) Represents the number of active U.S. onshore rigs Cactus followed divided by the total number of active U.S. onshore rigs. Data represents the average number of active U.S. onshore rigs Cactus followed (which Cactus defines as the number of active U.S. onshore drilling rigs to which it was the primary provider of wellhead products and corresponding services during drilling) as of mid-month for each referenced period divided by the Baker Hughes U.S. onshore rig count during the corresponding period. The number of active U.S. onshore rigs Cactus followed represents the approximate number of active U.S. onshore drilling rigs to which Cactus was the primary provider of wellhead products and corresponding services during drilling, as of mid-month. Cactus believes that comparing the total number of active U.S. onshore rigs to which it is providing its products and services at a given time to the total number of active U.S. onshore rigs on or about such time provides Cactus with a reasonable approximation of its market share with respect to its wellhead products sold and the corresponding services it provides.

Differentiated Margin Profile Through the Cycle

Total Adjusted EBITDA Margin (2014 – 2022) [(1)(2)]



2022 Adjusted EBITDA Margin [(1)(2)]



Strength of margin profile relative to peers maintained through the cycle

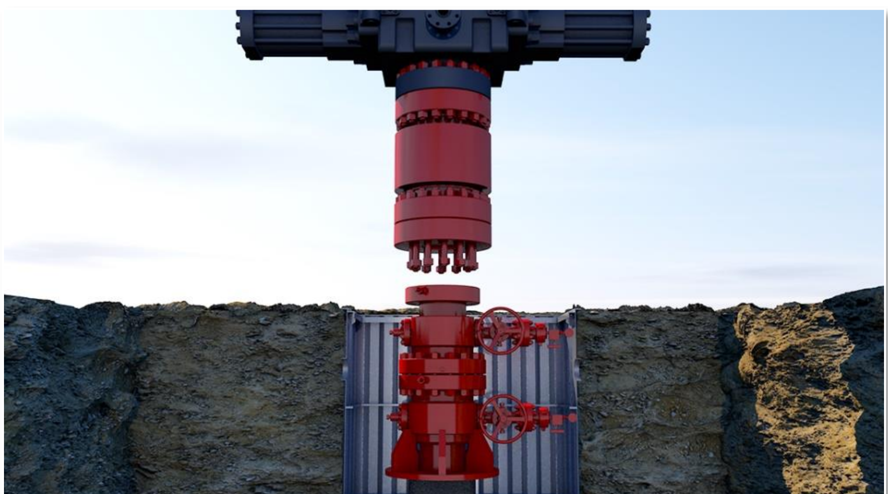
Note: Historical Cactus data not inclusive of FlexSteel.
Source: Factset, Company filings.

1) Peer data represents Adjusted EBITDA where available per company filings and presentations. Peers include: ChampionX, Core Laboratories, Dril-Quip, National Oilwell Varco, Oil States International and TechnipFMC. Cactus' computation of Adjusted EBITDA may not be comparable to other similarly titled measures of other companies. TechnipFMC data represents FMC Technologies financial data from 2014 to 2016 and TechnipFMC plc data pro forma for the separation of Technip Energies for 2017 –2021. YTD 2022 represents the first three quarters of 2022.
2) Cactus data represents Adjusted EBITDA, defined as EBITDA excluding (gain) loss on debt extinguishment, stock-based compensation, severance expenses, non-cash adjustments for the revaluation of the liability related to the tax receivable agreement, and equity offering expenses. The Appendix at the back of this presentation contains a reconciliation of EBITDA and Adjusted EBITDA to net income, the most comparable financial measure calculated in accordance with GAAP. Adjusted EBITDA Margin is defined as Adjusted EBITDA expressed as a percentage of Revenue.

Technologically Advanced Pad Drilling Wellhead Systems

Cactus SafeDrill®

Conventional Wellhead



SafeDrill® Advantages

Safety

- ✓ Fewer trips into confined space (cellar)
- ✓ No BOP manipulation after intermediate casing has been installed
- ✓ No "hot work" required to cut casing with torch

Time Savings

- ✓ Eliminates time consuming BOP manipulation
- ✓ No waiting on cement after running casing strings
- ✓ Mandrel hangers, pack offs run and set through BOPs

Technologically Advanced Spoolable Pipe Systems

FlexSteel Spoolable Pipe

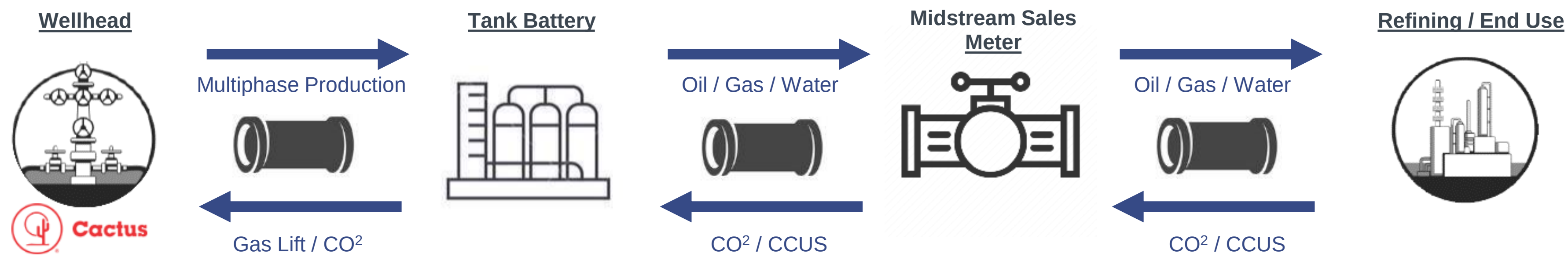
Conventional Steel Line Pipe

FlexSteel Advantages

Features	Operator Savings
✓ Durable and corrosion-resistant	✓ Lower maintenance cost for operators
✓ Faster installation times	✓ Lower cost to install
✓ Withstands cyclic loading	✓ Reduced operating field failures / reinstallations
✓ Lowest bend rating of any spoolable pipe	✓ Reduced need for special handling or bedding tools
✓ Pre-leak detection	✓ Captures permeated gases
✓ Large diameter	✓ Higher flowrates
✓ High pressure & temperature ratings	✓ Reliable in extreme conditions

Spoolable Pipe Applications Across the Industry Value Chain

Production Lines / Pipe-Under-Pad	Gathering Lines	Takeaway Lines



	Production Lines / Pipe-Under-Pad	Gathering Lines	Takeaway Lines
Customer	E&P	E&P	Midstream
Diameter	Small/Medium	Larger	Largest

Consumable Sale	***Associated Service***

Differentiated Offerings Enable Customers to Meet ESG-Related Goals

Faster

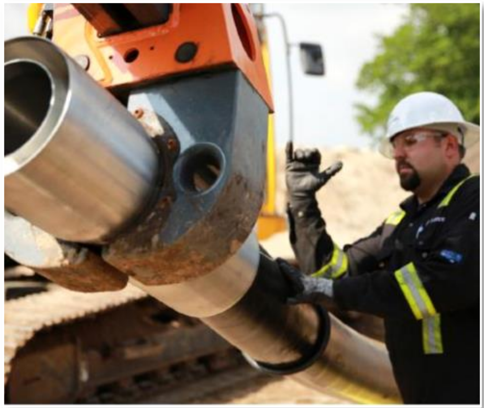
- Equipment takes less time to install versus legacy offerings
- Enables customers to drill, complete and bring wells online faster
- Fewer people and less equipment on location
- Reduced carbon intensity per well

Safer

- Equipment increases employee safety
- Automation of human-performed connections
- Routine tasks can be performed remotely
- Longer spooled length minimizes connections and fabrication required on-site

Cleaner

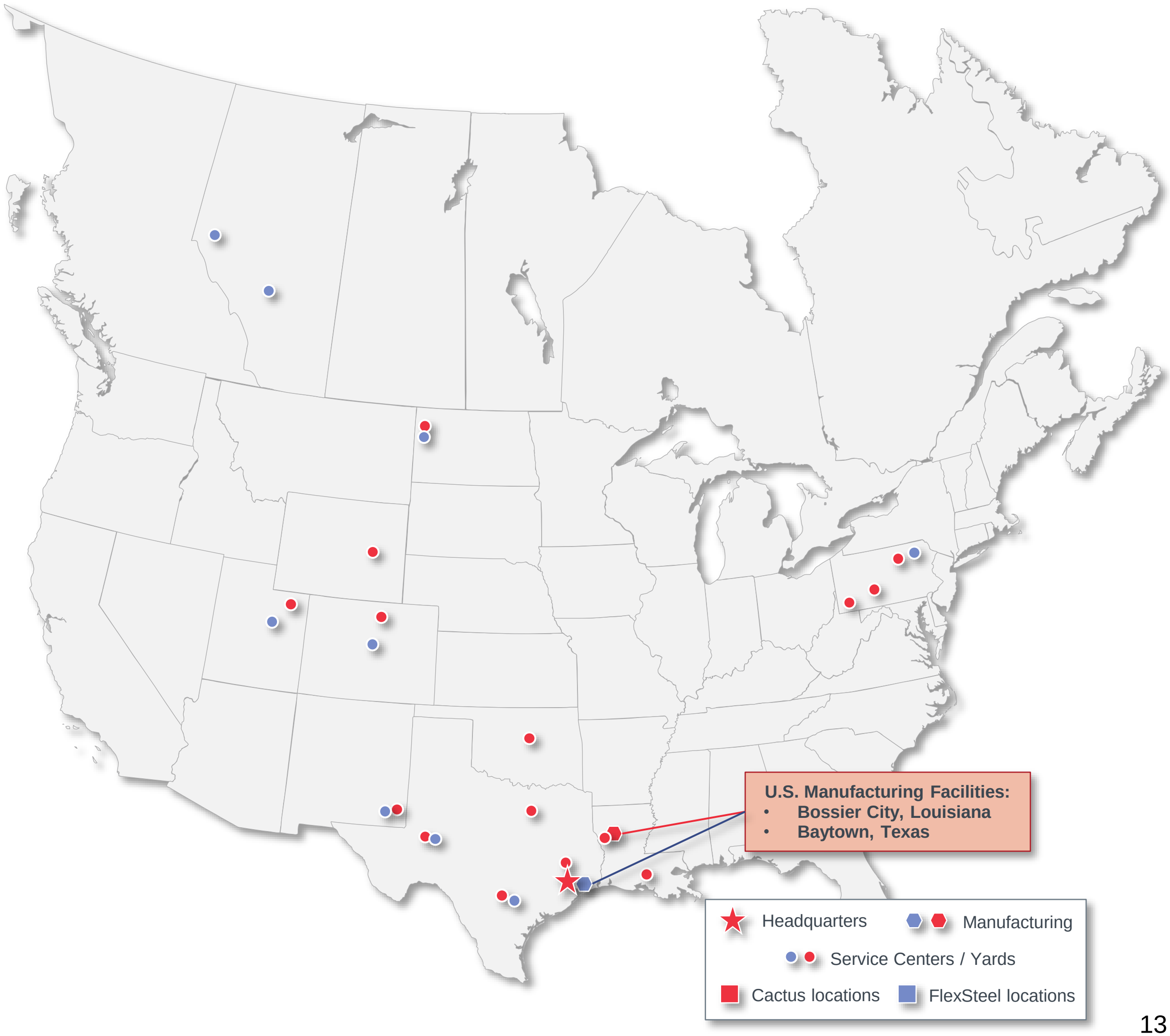
- Switching from diesel to solar powered generation in certain instances
- Spoolable pipe design enables capture and management of permeated gases
- Spoolable pipe design characteristics are well suited for CO^2 transportation



North American Operating Footprint

Operational Footprint

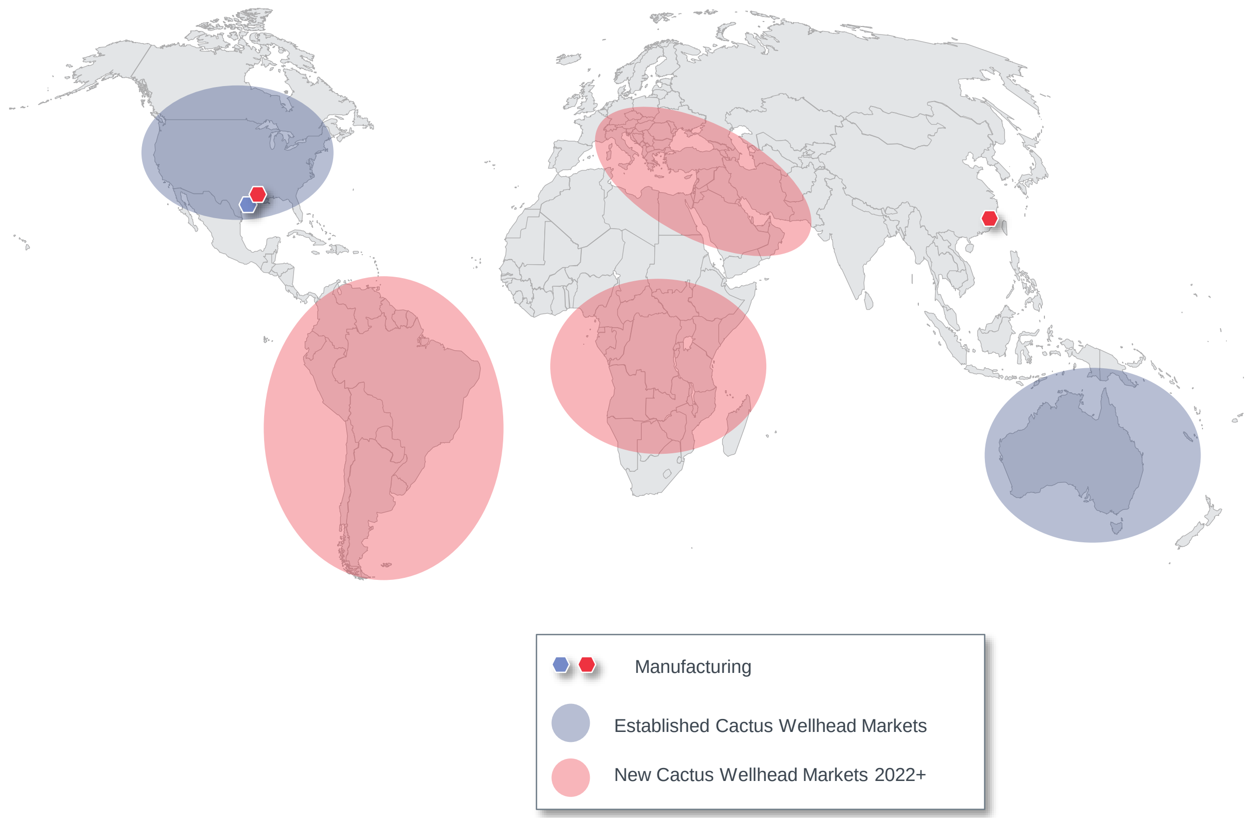
- Headquarters located in Houston, TX
- U.S. manufacturing facilities located in Bossier City, LA and Baytown, TX
- Significant overlap in Cactus and FlexSteel service centers & yards
- Service centers support field operations and provide repair services
- Located in all key producing basins
- Flexible cost structure at branches & Bossier City



Global Operating Footprint

Global Operations

- Manufacturing facility located in China
- Established legacy business in Australia
- Cactus started to provide rental equipment in the Middle East in late 2021
  - Approved as vendor in key Middle East markets
- First wellhead/production tree sales in Middle East, Europe, Latin America and Africa in 2022 & 2023
- FlexSteel products sold into over 20 countries



A Dynamic Manufacturing Advantage; Responsive, Scalable and Low Cost

Bossier City Facility

- Rapid-response manufacturing
  - 5-axis computer numerically controlled machines
- “Just-in-time” capabilities for fast delivery time & parachute orders
- Expanded in 2018 and 2022

Suzhou Facility

- Less time-sensitive, high-volume wellhead equipment
- Wholly foreign owned enterprise (WFOE)
- Low cost of operation with low sensitivity to utilization
- Additional international sourcing also identified

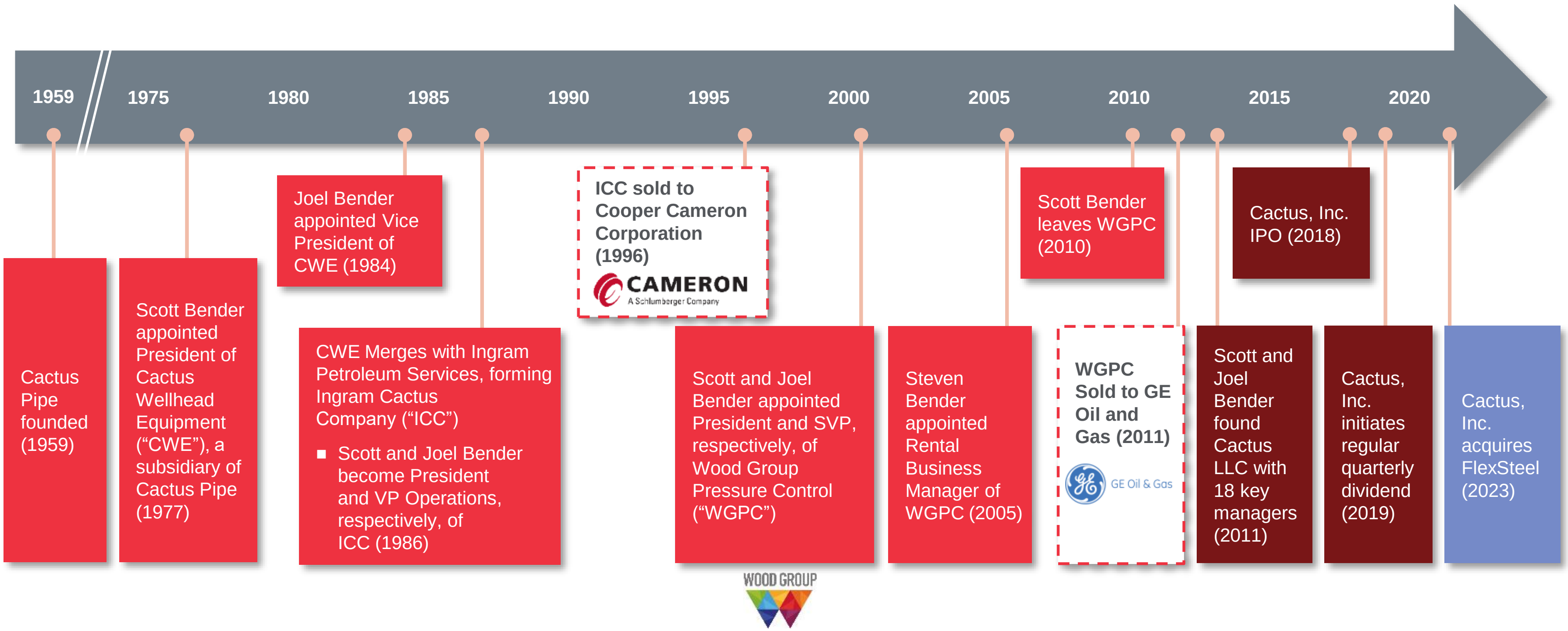
Baytown Facility

- Produces 100% of FlexSteel equipment
- Only manufacturer to hydro-test all pipe before leaving its facility
- Third production line added in 2019
- API and ISO certified

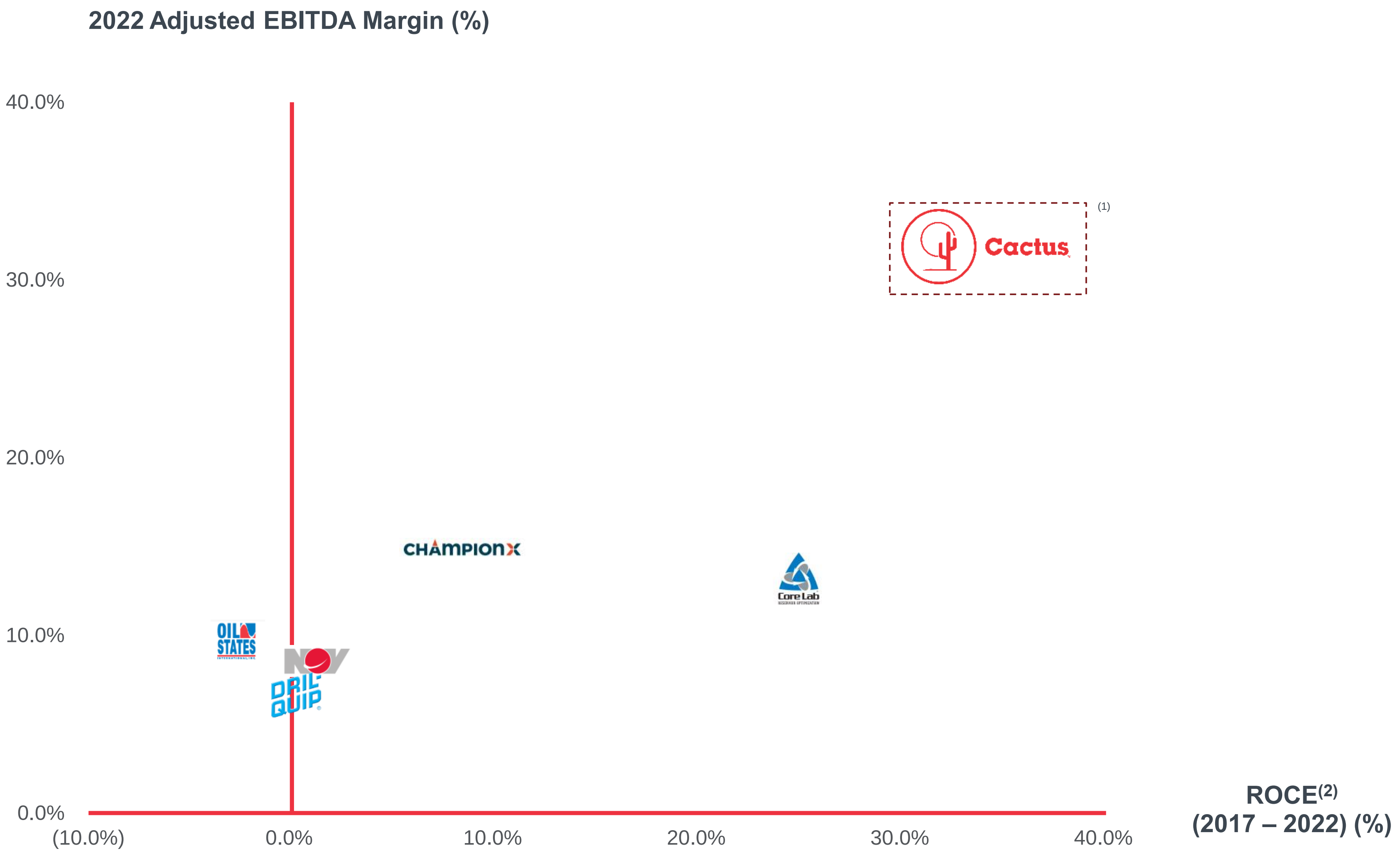
Scalable and Low Fixed Cost Manufacturing Footprint

Experienced and Well Aligned Management Team with Strong Industry Relationships

- Management is well incentivized as it owns over 19% of the business
  - Performance-based stock compensation tied to Return on Capital Employed (“ROCE”)
- Management team has built the foundation of this company over more than four decades
- Track record of building and successfully monetizing similar businesses
- Strength of leadership and loyalty is attested by management and operating teams that joined from past ventures



Returns & Margins Have Outperformed Peers



Source: Company filings and Factset.

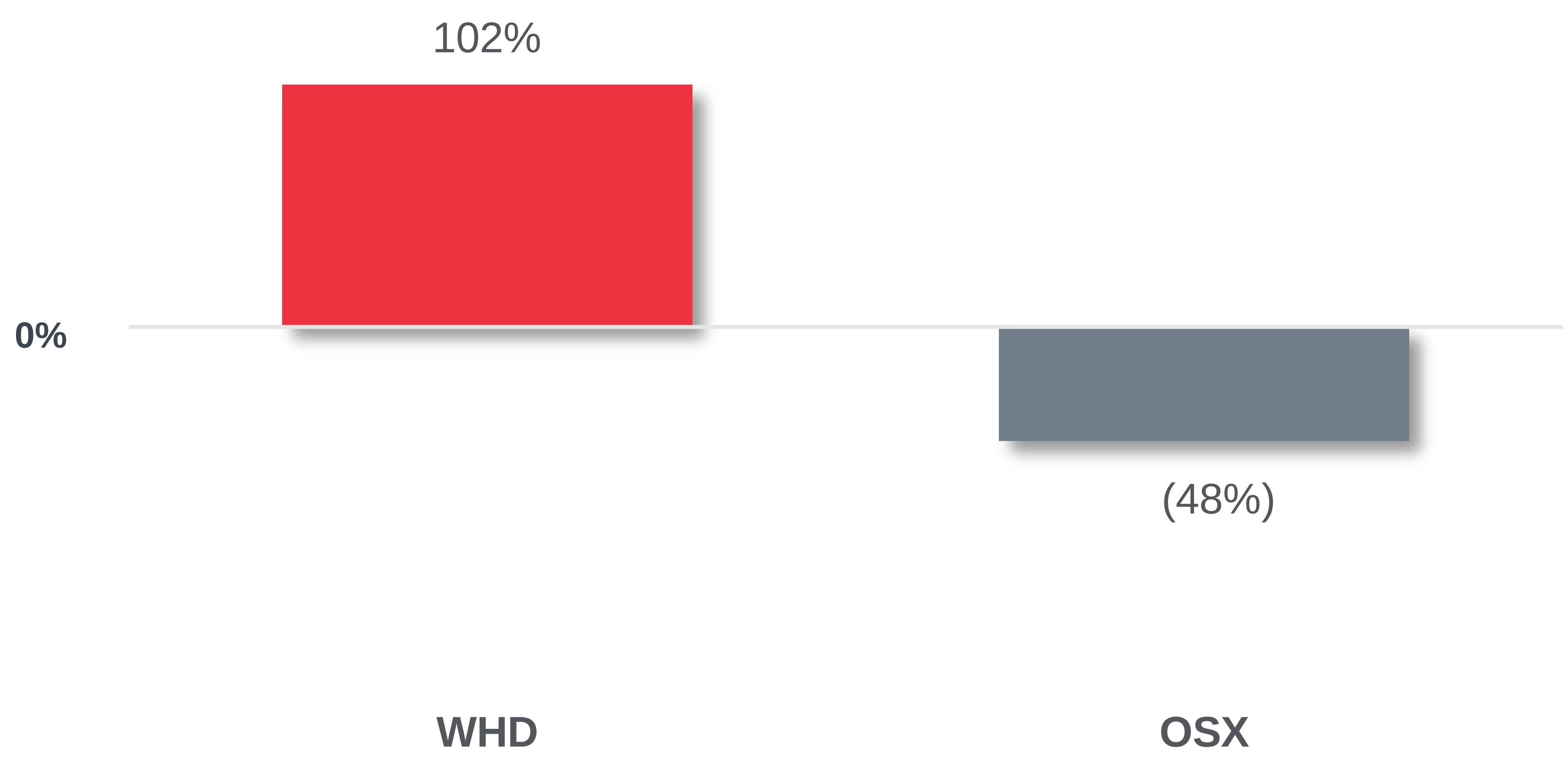
Note: Adj. EBITDA Margins based on latest publicly available annual data. Cactus' computation of Adjusted EBITDA may not be comparable to other similarly titled measures of other companies. Cactus data based on historical actuals and not pro forma for the FlexSteel acquisition.

1) Cactus EBIT = Adjusted EBITDA – depreciation and amortization. The Appendix at the back of this presentation contains a reconciliation of Adjusted EBITDA to net income, the most comparable financial measure calculated in accordance with GAAP.

2) ROCE reflects weighted average of 2017, 2018, 2019, 2020, 2021 and 2022. ROCE = (Adj. EBITDA less D&A) / (Average of the subject year and preceding year capitalization including capital leases). ChampionX ROCE data represents legacy Apergy for 2016 – 2019 and ChampionX for 2020, 2021 and 2022.

Execution Has Driven Equity Outperformance

Share Price Performance of Cactus vs. the OSX since IPO

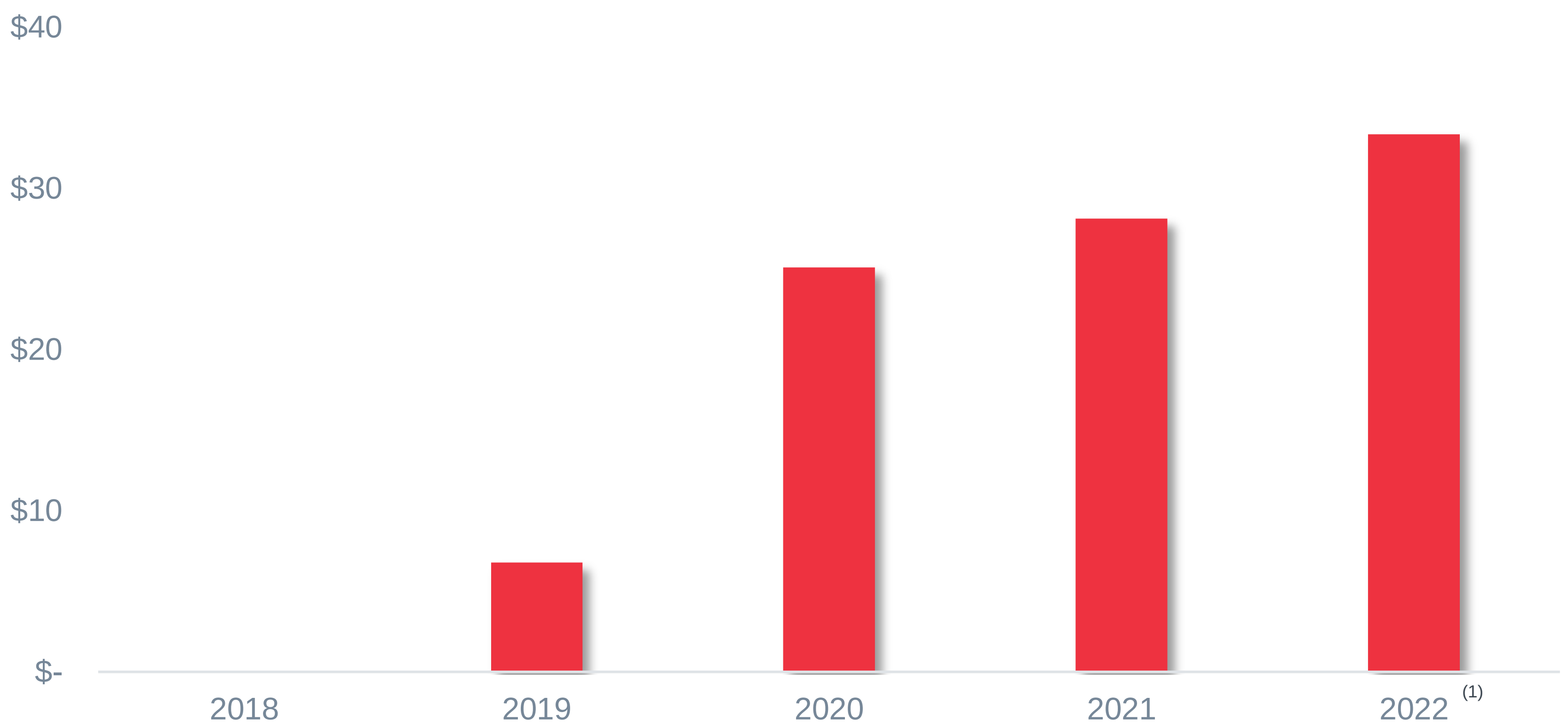


Share Price Outperformed the OSX in 4 of 5 years since IPO

Note: Data based on share price performance from 2/7/2018 to 3/16/2023.Cactus 2/7/2018 price set as IPO price of $19 per share.
Source: Factset

Steadily Increasing Return of Capital Profile

Cactus' Dividends & Associated Distributions to Members Paid Since 2018 ($ in millions)



Cactus Has Increased Shareholder Returns in Every Year Since Going Public

Source: Company filings and annual reports.
1. Although we intend to continue paying the quarterly dividend at the current levels, Cactus' future dividend policy is within the discretion of Cactus' board of directors and will depend upon then-existing conditions, including Cactus' results of operations, financial condition, capital requirements, investment opportunities, statutory and contractual restrictions on Cactus' ability to pay dividends and other factors Cactus' board of directors may deem relevant.

Multiple Avenues of Growth for Spoolable Technologies

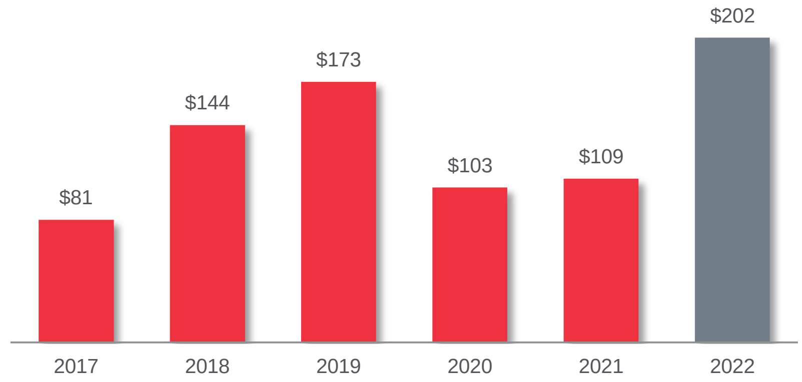
- **Growth In Core Production Products**
  - Transition from legacy offerings to spoolable technologies still underway
  - Increase customer penetration for larger-diameter gathering-based technologies
  - Expand customer penetration for on-pad applications that connect to the wellhead
  - Introduction of an additional market leading technology to Cactus' customer base
- **Expansion in the Midstream Segment**
  - Larger diameter capabilities required by relatively untapped customer base
  - Customer count has significantly increased since 2020
- **Carbon Capture & Underground Storage ("CCUS")**
  - Executed on first CCUS project for large independent operator in 2022
  - Actively engaged in multiple CCUS opportunities as market grows
- **International**
  - International market penetration in relatively early stages
- **Offshore**
  - Shallow-water product in late stages of development

Strong Balance Sheet & Low Capital Intensity

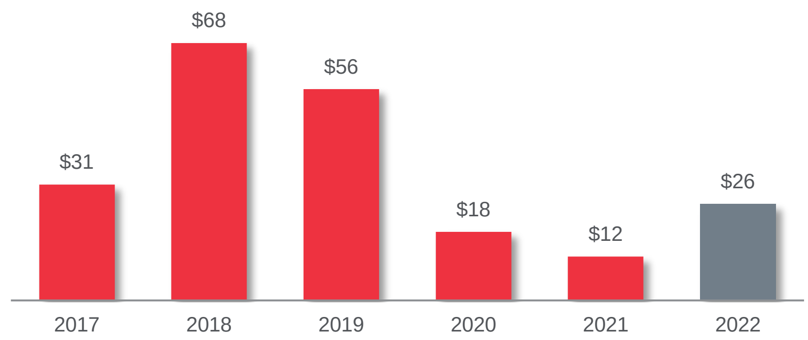
Balance Sheet & Capital Summary

- Net debt of approximately $100 million post FlexSteel acquisition closing[1]
- Full year 2023 net capital expenditure guidance of $35 to $45 million
  - Updated 2023 guidance inclusive of FlexSteel operations expected to be provided in May
- Modest maintenance capex requirements
- 2023 Cactus standalone capex driven by:
  - Potential international manufacturing expansion
  - Potential purchase of currently leased domestic facility
  - General maintenance

Adjusted EBITDA – Net Capital Expenditures ($ in millions)[1][2]



Net Capital Expenditures[2] ($ in millions)



Proven track record of cash flow generation

Source: Company filings.

1) Subject to post-closing adjustments and does not include any adjustments for deferred financing costs.

2) Data not pro forma for the FlexSteel acquisition. EBITDA and Adjusted EBITDA are non-GAAP financial measures. Cactus defines Adjusted EBITDA as EBITDA excluding (gain) loss on debt extinguishment, stock-based compensation, non-cash adjustments for the revaluation of the liability related to the tax receivable agreement, and equity offering expenses. The Appendix at the back of this presentation contains a reconciliation of EBITDA and Adjusted EBITDA to net income, the most comparable financial measure calculated in accordance with GAAP.

3) Data not pro forma for the FlexSteel acquisition. Net Capital Expenditures equals net cash flows from investing activities.

First Quarter Financial Outlook

Outlook & Recent Developments

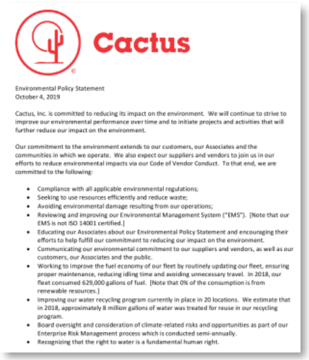
- Q1 2023 U.S. land rigs followed(1) expected to be up approximately 5% versus Q4 2022
  - Cactus achieved record rigs followed as of mid-March 2023
- Q1 2023 Product revenues expected to increase approximately 5% sequentially
- Q1 2023 Rental revenues expected to be relatively flat on a sequential basis
- Q1 2023 Field Service revenue expected to be approximately 23% to 24% of combined Product & Rental revenue
- Consolidated Cactus financial results for Q1 2023 to include one month of FlexSteel operations(2)
  - FlexSteel business estimated to contribute approximately $27 to $29 million of revenue
  - Near-term margins to be impacted by purchase accounting and sale of higher cost inventory
  - Management is optimistic regarding margin trajectory based on recent cost trends

1. Represents the average number of active U.S. onshore rigs Cactus followed (which Cactus defines as the number of active U.S. onshore drilling rigs to which it was the primary provider of wellhead products and corresponding services during drilling) as of mid-month for each of the three months in the applicable quarter.
2. The FlexSteel acquisition was completed on February 28, 2023.

Cactus Is Committed to ESG

Environmental

- Cactus, Inc. is committed to reducing its and its industry's impact on the environment. We will continue to strive to improve our products over time and to initiate more projects and activities that will further reduce our and our industry's impact on the environment.


Cactus

Environmental Policy Statement
October 4, 2019

Cactus, Inc. is committed to reducing its impact on the environment. We will continue to strive to improve our environmental performance over time and to initiate projects and activities that will further reduce our impact on the environment.

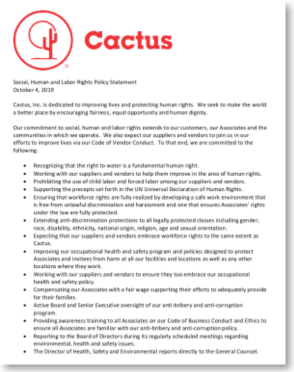
Our commitment to the environment extends to our customers, our Associates and the communities in which we operate. We also expect our suppliers and vendors to join us in our efforts to reduce environmental impacts via our Code of Vendor Conduct. To that end, we are committed to the following:

- Compliance with all applicable environmental regulations;
- Seeking to use resources efficiently and reduce waste;
- Avoiding environmental damage resulting from our operations;
- Reviewing and improving our Environmental Management System ("EMS"). [Note that our EMS is not ISO 14001 certified.]
- Educating our Associates about our Environmental Policy Statement and encouraging their efforts to help fulfill our commitment to reducing our impact on the environment.
- Communicating our environmental commitment to our suppliers and vendors, as well as our customers, our Associates and the public.
- Working to improve the fuel economy of our fleet by routinely updating our fleet, ensuring proper maintenance, reducing idling time and avoiding unnecessary travel. In 2018, our fleet consumed 629,000 gallons of fuel. [Note that 0% of the consumption is from renewable resources.]
- Improving our water recycling program currently in place in 20 locations. We estimate that in 2018, approximately 8 million gallons of water was treated for reuse in our recycling program.
- Board oversight and consideration of climate-related risks and opportunities as part of our Enterprise Risk Management process which is conducted semi-annually.
- Recognizing that the right to water is a fundamental human right.

- All manufacturing facilities API and ISO certified to ensure the highest level of quality and safety
- Products & equipment reduce the need for personnel and equipment at the well site and our industry's impact on the environment

Social

- Cactus, Inc. is dedicated to improving lives of our employees and the communities where they live. We have policies in place to protect human rights and to require ethical behavior by our employees and suppliers. We seek to make the world a better place by providing products that minimize environmental impact and by requiring fairness, equal opportunity and human dignity.


Cactus

Social, Human and Labor Rights Policy Statement
October 4, 2019

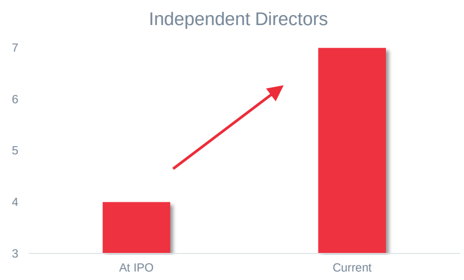
Cactus, Inc. is dedicated to improving lives and protecting human rights. We seek to make the world a better place by encouraging fairness, equal opportunity and human dignity.

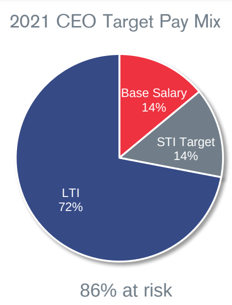
Our commitment to social, human and labor rights extends to our customers, our Associates and the communities in which we operate. We also expect our suppliers and vendors to join us in our efforts to improve lives via our Code of Vendor Conduct. To that end, we are committed to the following:

- Recognizing that the right to water is a fundamental human right.
- Working with our suppliers and vendors to help them improve in the area of human rights.
- Prohibiting the use of child labor and forced labor among our suppliers and vendors.
- Supporting the precepts set forth in the UN Universal Declaration of Human Rights.
- Ensuring that workforce rights are fully realized by developing a safe work environment that is free from unlawful discrimination and harassment and one that ensures Associates' rights under the law are fully protected.
- Extending anti-discrimination protections to all legally protected classes including gender, race, disability, ethnicity, national origin, religion, age and sexual orientation.
- Expecting that our suppliers and vendors embrace workforce rights to the same extent as Cactus.
- Improving our occupational health and safety program and policies designed to protect Associates and invitees from harm at all our facilities and locations as well as any other locations where they work.
- Working with our suppliers and vendors to ensure they too embrace our occupational health and safety policy.
- Compensating our Associates with a fair wage supporting their efforts to adequately provide for their families.
- Active Board and Senior Executive oversight of our anti-bribery and anti-corruption program.
- Providing awareness training to all Associates on our Code of Business Conduct and Ethics to ensure all Associates are familiar with our anti-bribery and anti-corruption policy.
- Reporting to the Board of Directors during its regularly scheduled meetings regarding environmental, health and safety issues.
- The Director of Health, Safety and Environmental reports directly to the General Counsel.

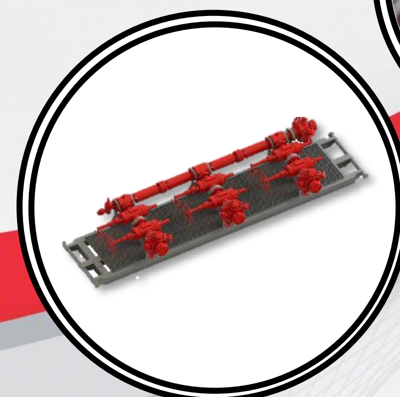
Governance

- Our board of directors believes that sound governance practices and policies provide an important framework to assist it in fulfilling its duty to stockholders
- Bylaws permit Eligible Stockholders to make nominations for election to the Board and to have those nominations included in the Company's proxy materials under certain circumstances





Source: Company filings.



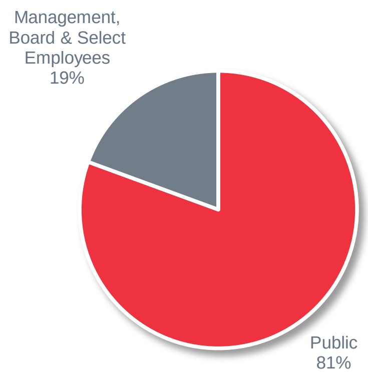
Appendix

Company Organizational Structure

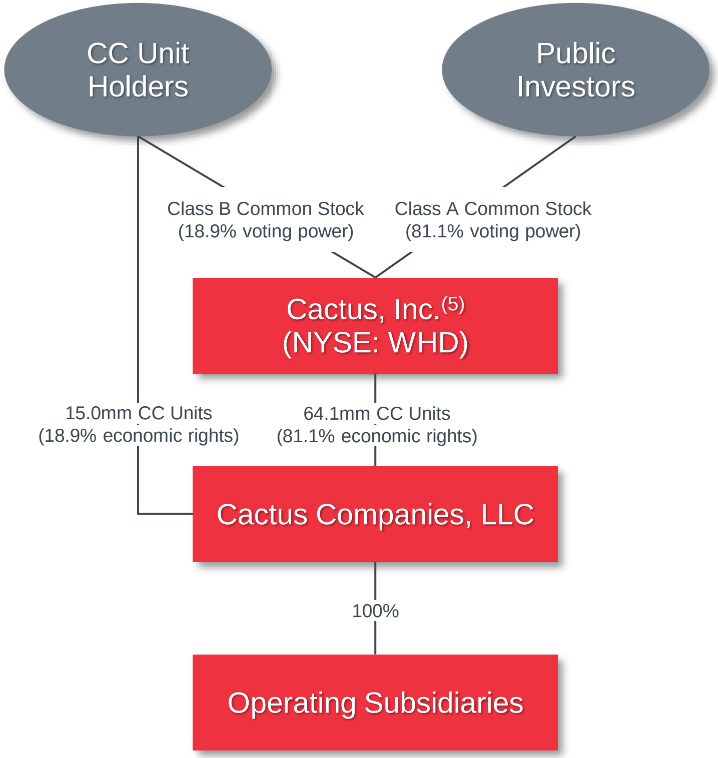
Company Profile

Ticker	WHD (NYSE)
Class A Shares Outstanding[1]	64mm
Class B Shares Outstanding[1]	15mm
Total Shares Outstanding[1]	79mm
Market Capitalization[2]	~$3.0bn
Net Debt[3]	~$0.1bn
Quarterly Dividend Per Share	$0.11
Annual Dividend Yield[2]	1.1%

Ownership Profile[4]



Organizational Structure[1]



Class A & Class B Shareholders Have Equal Voting Rights

Source: Company filings.
1. As of March 1, 2023. Excludes effect of dilutive securities.
2. As of March 16, 2023. Market capitalization utilizes total shares outstanding.
3. As of February 28, 2023. Net debt amount subject to post-closing adjustments and does not include any adjustments for deferred financing costs.
4. As of March 1, 2023.
5. Cactus Inc.'s ownership of Cactus Companies, LLC is inclusive of its 100% ownership in Cactus Acquisitions LLC.

FlexSteel Met Cactus' Acquisition Criteria

- Manufacturer of a Unique Highly Engineered Product
- Products Sold Directly to End-Users
- Variable Cost Business With A Strong Margin Profile
- Modest Capital Requirements Enhance Free Cash Flow
- Leverages Cactus' Infrastructure & Customer Base
- Attractive Growth Potential

Non-GAAP Reconciliation

Important Disclosure Regarding Non-GAAP Measures

EBITDA and Adjusted EBITDA are not measures calculated in accordance with GAAP. EBITDA and Adjusted EBITDA are supplemental non-GAAP financial measures that are used by management and external users of our consolidated financial statements, such as industry analysts, investors, lenders and rating agencies. We define EBITDA as net income excluding net interest, income tax and depreciation and amortization. We define Adjusted EBITDA as EBITDA excluding severance expenses, revaluation of tax receivable agreement, (gain) loss on debt extinguishment, stock-based compensation, and transaction (acquisition or equity offering) related expenses. We define Adjusted EBITDA Margin as Adjusted EBITDA as a percentage of Revenue.

Our management believes EBITDA, Adjusted EBITDA and Adjusted EBITDA margin are useful, because they allow management to more effectively evaluate our operating performance and compare the results of our operations from period to period without regard to financing methods or capital structure, or other items that impact comparability of financial results from period to period. EBITDA and Adjusted EBITDA should not be considered as alternatives to, or more meaningful than, net income or any other measure as determined in accordance with GAAP. Our computations of EBITDA and Adjusted EBITDA may not be comparable to other similarly titled measures of other companies. We present EBITDA, Adjusted EBITDA and Adjusted EBITDA margin because we believe they provide useful information regarding the factors and trends affecting our business.

($ in thousands)					**Year Ended December 31,**			
	2022	**2021**	**2020**	**2019**	**2018**	**2017**	**2016**	**2015**
Net income (loss)	$145,122	$67,470	$59,215	$156,303	$150,281	$66,547	($8,176)	$21,224
Interest (income) expense, net	(3,714)	774	(701)	(879)	3,595	20,767	20,233	21,837
Income tax expense	31,430	7,675	10,970	32,020	19,520	1,549	809	784
EBIT	172,838	75,919	69,484	187,444	173,396	88,863	12,866	43,845
Depreciation and amortization	34,124	36,308	40,520	38,854	30,153	23,271	21,241	20,580
EBITDA	**$206,962**	**$112,227**	**$110,004**	**$226,298**	**$203,549**	**$112,134**	**$34,107**	**$64,425**
Severance expenses	-	-	1,864	-	-	-	-	-
Revaluation of tax receivable agreement liability	1,910	(898)	555	(5,336)	-	-	-	-
Transaction related expenses	8,422	406	-	1,042	-	-	-	-
(Gain) loss on debt extinguishment		-	-	-	4,305	-	(2,251)	(1,640)
Stock-based compensation	10,631	8,620	8,599	6,995	4,704	-	361	359
Adjusted EBITDA	**$227,925**	**$120,355**	**$121,022**	**$228,999**	**$212,558**	**$112,134**	**$32,217**	**$63,144**
Revenue	**$688,369**	**$438,589**	**$348,566**	**$628,414**	**$544,135**	**$341,191**	**$155,048**	**$221,395**
Net income (loss) margin	*21.1%*	*15.4%*	*17.0%*	*24.9%*	*27.6%*	*19.5%*	*(5.3%)*	*9.6%*
Adjusted EBITDA margin	*33.1%*	*27.4%*	*34.7%*	*36.4%*	*39.1%*	*32.9%*	*20.8%*	*28.5%*

*For the year ended December 31, 2014, we had EBITDA of $88.8 million, representing net income of $59.1 million, excluding net interest expense of $11.2 million, income tax expense of $0.3 million and depreciation and amortization of $18.2 million. There was no early extinguishment of debt in 2014. Stock-based compensation was $1.3 million in 2014. Adjusted EBITDA was equal to $90.1 million. Revenue was $259.5 million, Net Income margin was 22.8% and Adjusted EBITDA margin was 34.7%.

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