



FISCAL 2023
SECOND QUARTER
PRESENTATION

SAFE HARBOR

This presentation contains certain forward-looking statements concerning Matrix Service Company's operations, economic performance and management's best judgment as to what may occur in the future. The actual results for the current and future periods and other corporate developments will depend upon a number of economic, competitive and other influences, many of which are beyond the control of the Company, and any one of which, or a combination of which, could materially affect the results of the Company's operations. Such forward-looking statements are subject to a number of risks and uncertainties as identified in the Company's most recent Annual Report on Form 10-K and in subsequent filings made by the Company with the SEC. To the extent the Company utilizes non-GAAP measures, reconciliations will be provided in various press releases and on the Company's website.



SAFETY MOMENT

DRIVING IN THE RAIN. Nearly 600,000 crashes a year are caused by rain and 3,000 people are killed in rain-related accidents, according to the Federal Highway Administration.

Rain reduces visibility, and it makes it difficult for drivers to see oncoming vehicles, pedestrians, or traffic signs.

Rain reduces traction, which makes it hard to control your vehicle for proper steering and turning. Because of the increased risk of accident, you must be very careful when driving in the rain.



PREPARE YOUR CAR.

- **Windshield wipers:** Check your windshield wipers to make sure they are in good condition. If the rubber is too worn or cracked, you should replace the wipers as soon as possible.
- **Lighting:** Inspect the headlight and the taillight lamps to ensure they are working properly. If they are not, replace the old bulbs with new ones. Also, remember you are required by law to turn your lights on when it is raining.
- **Air conditioning:** A functional air conditioning system helps prevent your windshield from fogging up, which can occur as a result of condensation.

DRIVING TIPS. Be aware that driving in the rain is different from driving in dry weather. Roads are wet and slippery; stay alert. Use your turn signals properly, mind your speed, and maintain a safe following distance.

- **Slow down.** Speed limits should be obeyed whenever you are driving, regardless of weather conditions, but it is even more important when driving in less than perfect weather.
- **Turn on your headlights.** Doing so makes sure other drivers can see you. This also ensures good visibility and allows you to see traffic signals, other cars, and pedestrians.
- **Avoid harsh braking and acceleration.** Accelerate and brake as smoothly as possible; rapid changes on a slippery surface can cause your car to skid. Your car stops more slowly in the rain, so start braking as early as possible to ensure that you have enough time to come to a safe and full stop.

ABOUT MATRIX

ABOUT MATRIX SERVICE COMPANY

Matrix is a top tier North American industrial engineering and construction contractor committed to delivering the highest quality work – safely, on time and on budget.



OUR PURPOSE

We build a brighter future, improve quality of life, and create long-term value for our people, business partners, shareholders, and communities.

OUR VISION FULFILLS THIS PURPOSE

To be the company of choice for engineering, constructing, and maintaining the energy and industrial infrastructure that people rely on around the world.

OUR CORE VALUES ARE THE FOUNDATION OF OUR SUCCESS

Our commitment has led to consistent recognition for excellence by our clients, our industry, the business world, and our employees



Commitment to safety

Put safety first for yourself and others. Create a zero-incident environment through leadership.



Integrity

Do the right thing every time, ethically and honestly.

Positive relationships

Be respectful, promote collaboration and build lasting relationships.

Stewardship

Safeguard all that is entrusted to us.



Community involvement

Make a difference in the communities where we live and work.

Deliver the best

Strive for excellence in all we do.



Consistently ranked among the Top Contractors by Engineering-News Record



Recognized for 29% of Board membership comprised of female directors

CEO **ACT!ON** FOR DIVERSITY & INCLUSION

Signatory to the largest chief executive officer-driven commitment in the United States



Consistently certified as a Great Place to Work®

OUR EXPERTISE | REPORTING SEGMENTS

TOP-TIER SOLUTIONS IN CAPITAL PROJECTS, TURNAROUNDS, MAINTENANCE AND REPAIR SERVICES.



UTILITY AND POWER INFRASTRUCTURE

- LNG peak shaving
- Power delivery
- Grid connectivity
- Renewable power
- Power generation
- Battery storage
- Data cabling
- Data centers

PROCESS AND INDUSTRIAL FACILITIES

- Midstream natural gas
- Renewables/biofuels
- Mining and minerals
- Chemical/petrochemical
- Aerospace
- Refineries
- Fertilizer
- Industrial facilities



STORAGE AND TERMINALS SOLUTIONS

- LNG storage and bunkering
- NGLs
- Hydrogen and other renewable energy
- Specialty vessels
- Crude tanks and terminals
- Engineered storage products

FINANCIAL UPDATE

OVERALL ASSESSMENT

FY2023 Q2 was shaping up to be in line with expectations:

- Project award activity was strong across all three segments
- Liquidity improved during the quarter
- While not as strong as FY2023 Q1, our Q2 results were significantly better than all four quarters of FY2022

Unfortunately, Q2 results were also impacted by an adjustment on a gas processing project, resulting impairment, and under-recovery of construction overhead costs

We continue to have a strong pipeline and expectation of awards that will impact revenue later in FY2023 and set us up for a stronger FY2024.

UTILITY AND POWER INFRASTRUCTURE

- Gross margin was at its highest since FY2021
- Segment returned to positive operating income with the best performance since FY2021 Q2

PROCESS AND INDUSTRIAL FACILITIES

- Revenue continued at a significantly higher level than FY2022 and is expected to improve into the back half of FY2023
- Q2 results were impacted by an adjustment on a gas processing project and under-recovery of construction overhead costs

STORAGE AND TERMINAL SOLUTIONS

- Delay in revenue as a result of the timing of project awards and starts negatively impacted the quarter
- Gross margin was impacted by under-recovery of construction overhead costs due to lower revenue

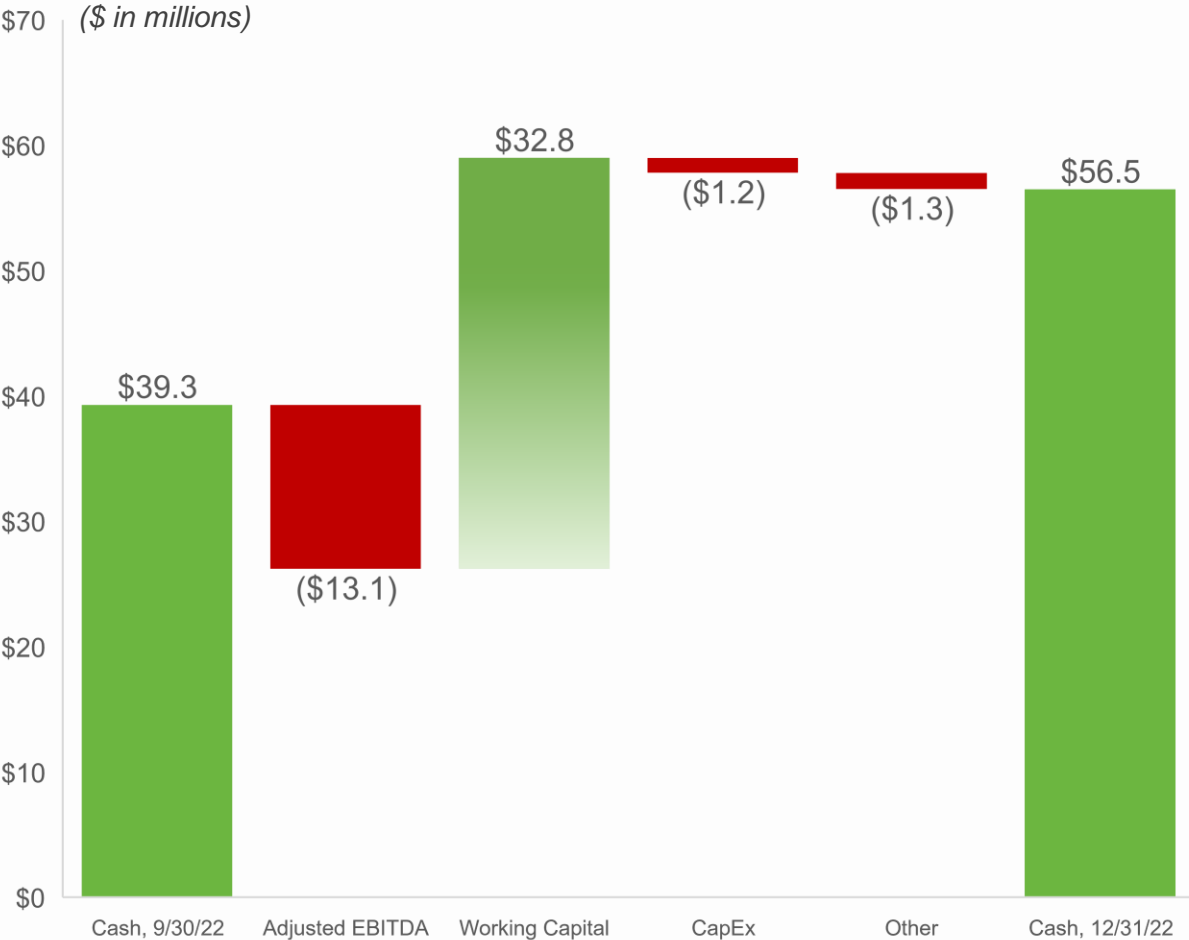
QUARTERLY TREND | CONSOLIDATED

<i>(In millions except %)</i>	FY2022, Q1	FY2022, Q2	FY2022, Q3	FY2022, Q4	FY2023, Q1	FY2023, Q2
Revenue	\$ 168,093	\$ 161,965	\$177,003	\$200,719	\$208,431	\$193,040
Gross Profit (Loss)	(3,508)	3,207	(1,763)	858	13,008	(1,302)
Gross Margin	(2.1%)	2.0%	(1.0%)	0.4%	6.2%	(0.7%)
SG&A Expense	16,629	15,922	17,041	18,098	16,811	17,545
Adjusted Operating Income	(20,137)	(12,715)	(18,802)	(17,240)	(3,803)	(18,847)
Adjusted Operating Income %	(12.0%)	(7.9%)	(10.6%)	(8.6%)	(1.8%)	(9.7%)
Income (Loss) Per Share	\$ (0.66)	\$ (0.93)	\$ (1.30)	\$ 0.50	\$ (0.24)	\$ (1.22)
Adjusted Loss Per Share	\$ (0.60)	\$ (0.38)	\$ (0.50)	\$ (0.52)	\$ (0.15)	\$ (0.53)
Adjusted EBITDA	\$(14,278)	\$ (7,091)	\$(12,304)	\$(11,962)	\$ 844	\$ (13,090)

- Revenue decreased in Q2 due to the timing of project awards and starts in the Storage and Terminal Solutions segment.
- Gross Margins impacted by \$9.6 million adjustment on a gas processing project, which impacted earnings ~36 cents, and under recovered overhead costs, which impacted margins by 230 basis points.
- Earnings were also impacted by a \$12.3 million non-cash impairment charge that reduced EPS by ~46 cents.

On an adjusted basis, the quarter loss was 53 cents per fully diluted share, of which 36 cents related to the margin adjustment on a gas processing project.

CASH BRIDGE | FY2023 Q2



Cash improvement in FY 2023, Q2 was driven by **receipt of upfront payments from capital project customers.**

We continue to **proactively manage our balance sheet and liquidity.**

HIGHLIGHTS FOR FY2023, Q2

1

Continued Momentum in Project Awards

- Sixth consecutive quarter with a book-to-bill 1.0 or higher
- Continued uptick in larger Storage and Terminal projects, with additional awards expected

2

Momentum Driven by Market Recovery and More Focused Approach

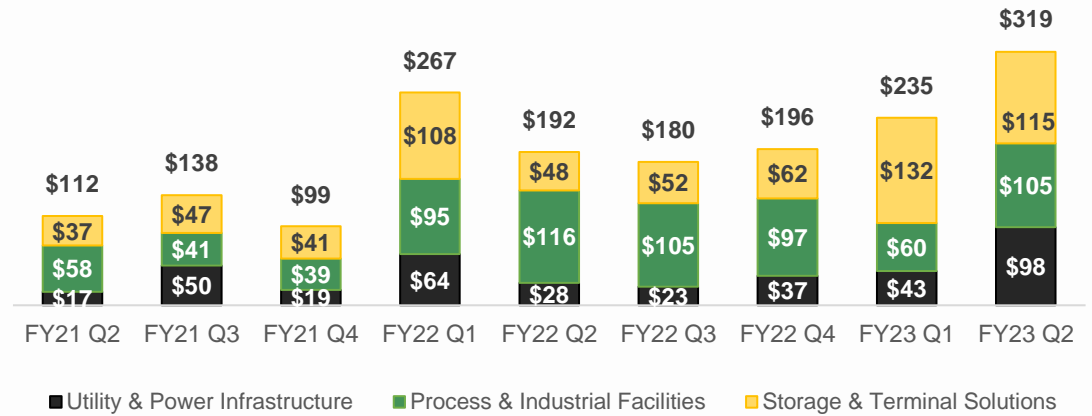
- Shifting opportunity pipeline focused on transition to low carbon economy energy mix
- Client investment plans improving and normalization of our operating environment

3

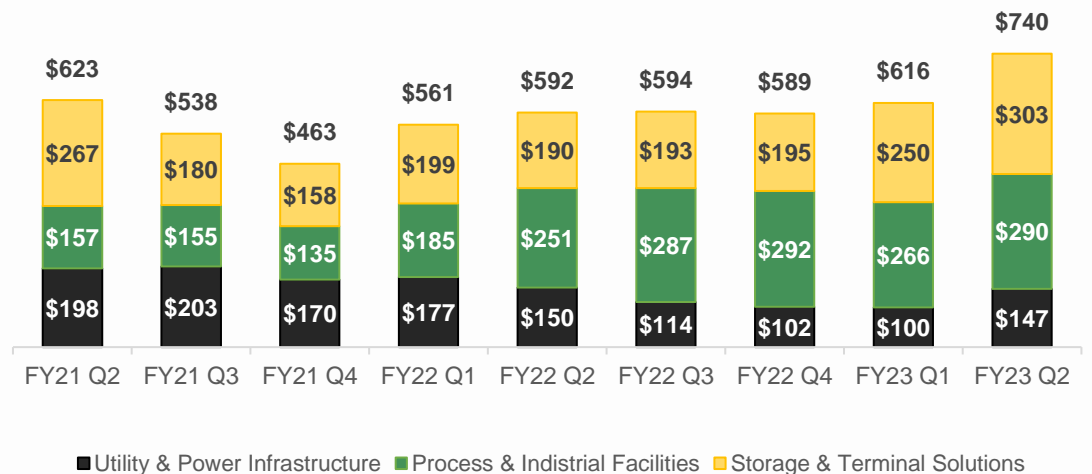
Backlog of \$740 million as of 12/31/2022

- Expect continued backlog growth through the remainder of FY2023 based upon the status of specific projects included in our opportunity pipeline
- The timing of awards and starts continue to be a normal variable in the business.

Project Awards (\$ millions)



Ending Backlog (\$ millions)



STRATEGY AND OPPORTUNITY PIPELINE

MARKET STRATEGY

Strengthen the Core

Crude tanks and terminals
Refining

Expand in existing end markets

LNG and NGL storage terminals
Midstream gas processing
Thermal vacuum chambers
Electrical infrastructure
Mining and minerals

Grow into new end markets

Renewable energy infrastructure such
as Hydrogen and biofuels
Chemical and Petrochemical
Carbon capture
Renewable power in utility scale solar



POSITIONING AND EXECUTION

Prepared to Execute and Deliver Results

- Organization has built an execution infrastructure, streamlined its supporting cost structure and optimized our business processes to make sure we are positioned to execute on the opportunities and award cycle we see ahead.
- Internal Shared Services structure and phase one of Operational Center of Excellence is complete.
- Focused on the end markets with the greatest opportunity sets
- Continue to build on our bench strength with key business development, proposal, technical, and project resources to effectively win and execute projects
- Winning key awards and building backlog



Our focus is on winning, executing, and delivering in a strong market opportunity set.

OUR STORAGE EVOLUTION

The Matrix brand is **synonymous with best-in-class storage solutions**.
Generating **60-70% of our revenue**, most of our storage projects today are for complex cryogenic storage, supporting the transition to clean energy.

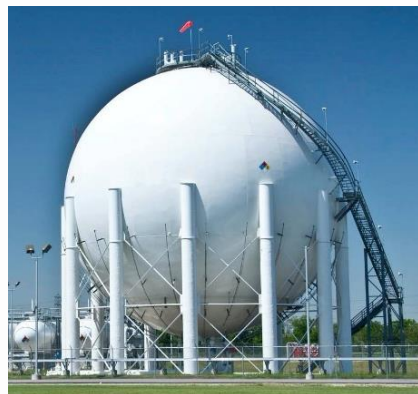
FROM → **TO**

ATMOSPHERIC FLAT BOTTOM
STORAGE TANKS



CRUDE OIL

COMPLEX SINGLE AND DOUBLE-WALL CRYOGENIC SPHERES AND TANKS



NGLs (ETHANE, ETHYLENE)



LNG PEAK SHAVING
AMMONIA
LIN / LOX



LNG BUNKERING FUEL



HYDROGEN

Today's projects are typically fixed-price, providing for **lower working capital demand**,
with a stronger revenue and margin opportunity.

OUR **CRYOGENIC** EXPERTISE

With **65+ years** of expertise in the design, integration, and implementation of advanced technologies, **Matrix is a leader in complex cryogenic infrastructure**, supporting **critical market drivers**: Global energy security, Domestic energy supply and distribution assurance, and Clean energy.

RECENT PROJECTS



Two butadiene storage spheres (93' diameter, 75,000 bbl and 81'3" diameter, 50,000 bbl) along the Gulf Coast for a **confidential client**



EPFC of **Southwest Gas Corporation's** Southern Arizona LNG storage facility, including a 1+ Bcf LNG storage tank to supply natural gas to customers in a major metropolitan area and its surrounding counties during periods of peak demand



Two 2-million-gallon LNG storage tanks for the **JAX LNG Bunker Facility**, an LNG liquefaction and storage facility located at Dames Point near the Port of Jacksonville



500,000-gallon hydrogen storage for transportation fuel for a **confidential client**



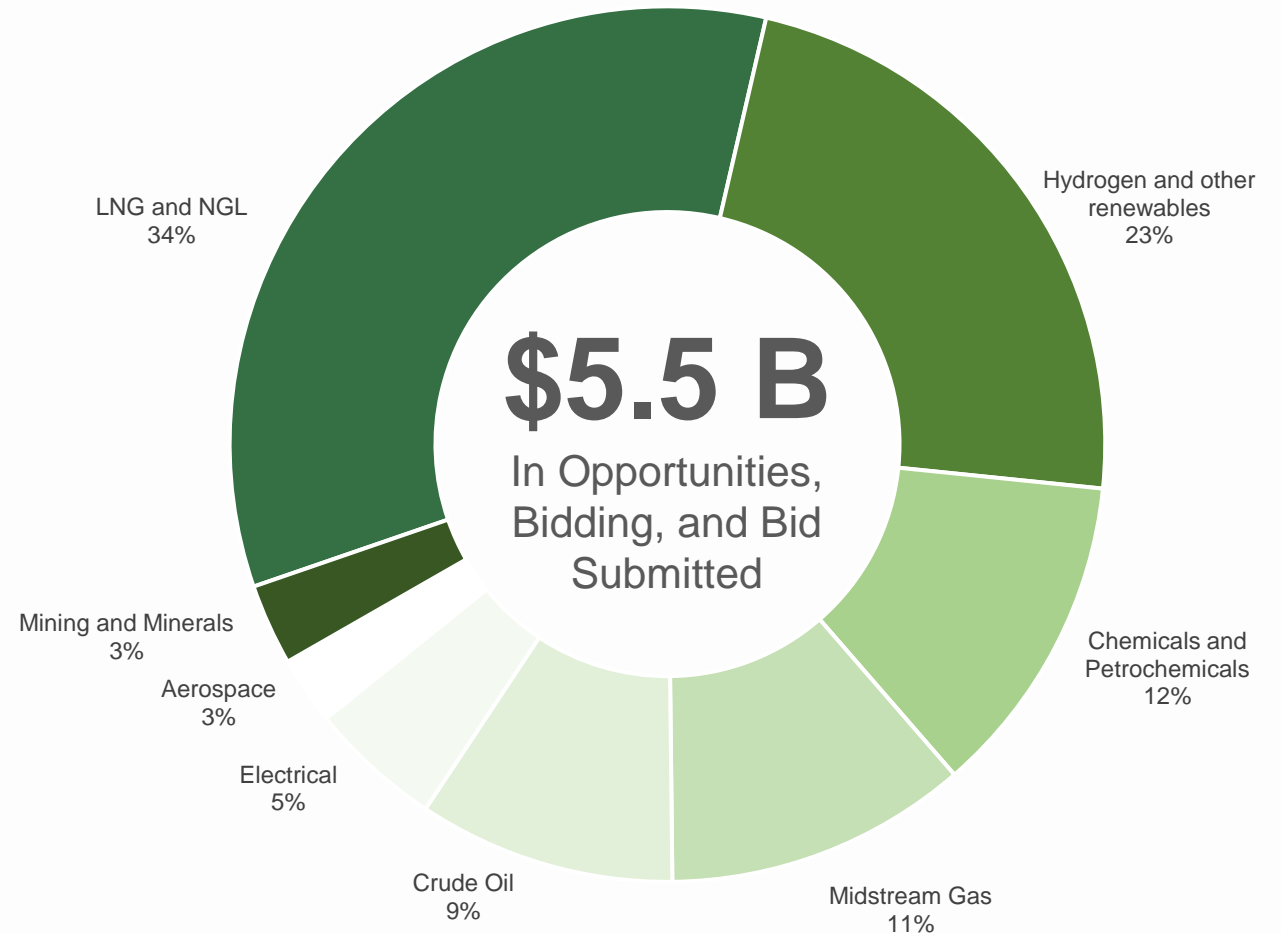
EPFC of large thermal vacuum chamber at the **Lockheed Martin Gateway Center**, designed to simulate the harsh environment of space to allow dynamic endurance testing on satellites used for national security, weather, and communications

GROWING CAPITAL PROJECTS OPPORTUNITY PIPELINE

The largest opportunities in the opportunity pipeline are in **Storage and Terminal Solutions**. Many of these opportunities have project values greater than **\$75 million**. We expect to see continuing strong book-to-bill ratios and increasing backlog.

Project Opportunity Pipeline data is as December 31, 2022, for projects of \$5 million or greater; does not include small capital projects or maintenance and repair.

Pipeline supports transition to a lower carbon energy mix, especially in LNG and NGLs, Hydrogen and other renewables

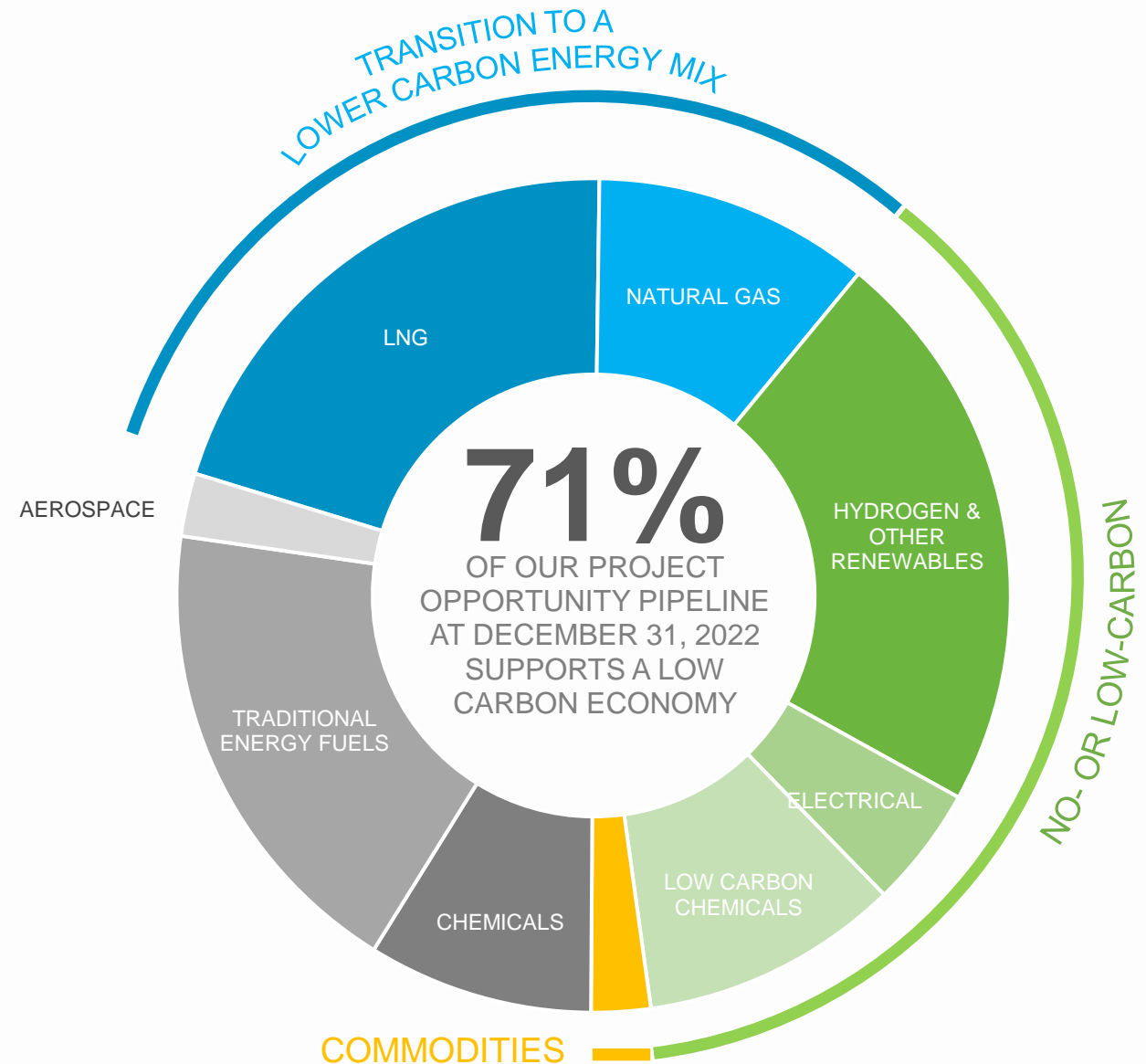


TRANSITIONING TO A LOWER CARBON ENERGY MIX

Enterprise-wide, our **skills and expertise are transferable** as the world and our clients transition to a lower carbon energy mix.

The engineering disciplines and world-class construction crews that established our leading brand in crude storage, as well as our strategic shift to specialty vessels, **positions Matrix to lead development of infrastructure for a lower carbon energy mix.**

Key growth opportunity is the build out of traditional hydrogen storage infrastructure as well as the development of large-scale hydrogen storage in conjunction with global energy and utility clients.



Project Opportunity Pipeline data is as of December 31, 2022, for projects of \$5 million or greater and does not include small capital projects or maintenance and repair.

SELECT NEAR TERM PROJECT OPPORTUNITIES | OVER \$15M



UTILITIES AND POWER INFRASTRUCTURE



Natural Gas and Electrical Utility Client
LNG Peakshaver and Full Containment Tank

Natural Gas and Electrical Utility Client
LNG Peakshaver and Single Containment Tank

Infrastructure Consulting Client
Substation and Power Distribution

Investor-Owned Energy Company
EPC vaporization upgrades



PROCESS & INDUSTRIAL FACILITIES



Natural Gas Distribution Utility Client
Compressor Station

Biocarbon and Biohydrogen Producer
Bio Carbon Production Facility

Global Chemistry Company
EPC to replace filter presses

Industrial Gas Producer and Supplier
Various Projects for Sustainable Aviation Fuel Facility

Multinational Conglomerate
Boil-off Gas Liquefaction

Technology Advisor and Development
15 tpd Liquid Hydrogen Project



STORAGE & TERMINAL SOLUTIONS



Liquids Terminating Client
50,000 mt Ammonia Tank

LNG Bunkering Facility
LNG Liquefaction Train Addition

Midstream Oil & Gas Company
Terminal Tanks

Diversified Midstream Energy Company
EPC of 600,000 bbl Ethane Tank

Port and Rail Terminal Client
LPG Facility – Balance of Plant

Diversified Midstream Energy Company
Ethylene and Propane Tanks

WHY MATRIX IS A GOOD LONG-TERM INVESTMENT



Economic and market drivers bring **significant tailwinds**

Growth prospects with strong opportunity pipeline in **end markets with long runway**

Organization infrastructure created to address this pipeline, with a **streamlined back-office services and center of excellence operational support structure.**

Brand strength reputation with **excellent customer relationships and safety culture**

Consistently strong balance sheet with financial and operational strength

MTRX is clearly undervalued, trading under tangible book value

KEY FINANCIAL TARGETS*

< 6% Net Working Capital	< 6% SG&A target
> 4.5% Operating Margin target	> 12% ROIC target
> 6.5% EBITDA target	< 1.5% CAPEX target

*Expect to achieve these targets within the next 12-18 months

MTRX is in the right place at the right time. We are well-positioned to capitalize on the dynamic environment and infrastructure needs of our clients as our core markets improve.



APPENDIX

QUARTERLY TREND | UTILITY & POWER INFRASTRUCTURE

<i>(In millions except %)</i>	FY2022, Q1	FY2022, Q2	FY2022, Q3	FY2022, Q4	FY2023, Q1	FY2023, Q2
Revenue	\$ 57,204	\$ 54,752	\$ 59,341	\$ 48,795	\$ 44,870	\$50,535
Gross Profit (Loss)	(6,107)	(491)	(492)	(1,497)	1,714	2,426
Gross Margin	(10.7%)	(0.9%)	(0.8%)	(3.1%)	3.8%	4.8%
SG&A Expense	3,050	3,150	2,910	2,663	1,738	1,787
Adjusted Operating Income	(9,157)	(3,641)	(3,402)	(4,159)	(24)	639
Adjusted Operating Income %	(16.0%)	(6.6%)	(5.7%)	(8.5%)	(0.1%)	1.3%

- Revenue increased on higher power delivery work. The previous peak shaver projects are substantially complete and the newly award peak shaver project will not begin to positively impact revenue until the end of the fiscal year.
- Gross margin is at its highest since FY2021. The improvement in the quarter improved overhead recovery.
- Returned to positive Operating Income and best performance since Q2 FY21.

Revenue improvement beginning in late FY2023 is expected with increased peak shaver work from the recently announced peak shaving upgrade project. Longer-term outlook is improving with strong funnel for additional peak shaver opportunities.

QUARTERLY TREND | PROCESS & INDUSTRIAL FACILITIES

<i>(In millions except %)</i>	FY2022, Q1	FY2022, Q2	FY2022, Q3	FY2022, Q4	FY2023, Q1	FY2023, Q2
Revenue	\$ 43,905	\$ 50,316	\$ 68,971	\$ 91,656	\$ 86,628	\$80,789
Gross Profit (Loss)	2,871	4,235	(441)	2,607	4,330	(5,131)
Gross Margin	6.5%	8.4%	(0.6%)	2.8%	5.0%	(6.3%)
SG&A Expense	2,762	2,792	3,198	3,754	4,070	3,682
Adjusted Operating Income	109	1,443	(3,637)	(1,147)	260	(8,813)
Adjusted Operating Income %	0.2%	2.9%	(5.3%)	(1.3%)	0.3%	(10.9%)

- Revenue continues at significantly higher level than the prior fiscal year, which is expected to continue to strengthen.
- Gross Margin was impacted by:
 - A \$9.6 million adjustment on a gas processing project that is scheduled for mechanical completion in FY2023 Q4; excluding the project adjustment, gross margins were 5.6%
 - Under recovered overhead costs also impacted margins by 250 basis points

Revenue is expected to continue to improve into the back half of FY2023; operating income is also forecasted to improve on increased revenue and full recovery of construction overhead costs.

QUARTERLY TREND | STORAGE & TERMINAL SOLUTIONS

<i>(In millions except %)</i>	FY2022, Q1	FY2022, Q2	FY2022, Q3	FY2022, Q4	FY2023, Q1	FY2023, Q2
Revenue	\$ 66,984	\$ 56,887	\$ 48,691	\$ 60,268	\$ 76,933	\$62,516
Gross Profit (Loss)	413	(172)	(458)	478	7,564	1,648
Gross Margin	0.6%	(0.3%)	(0.9%)	0.8%	9.8%	2.6%
SG&A Expense	4,506	4,280	4,063	4,434	4,158	5,450
Adjusted Operating Income	(4,093)	(4,452)	(4,521)	(3,956)	3,406	(3,802)
Adjusted Operating Income %	(6.1%)	(7.8%)	(9.3%)	(6.6%)	4.4%	(6.1%)

- Revenue decreased as a result of timing on project awards and starts.
- Gross margins impacted 460 basis points from under recovery of construction overhead costs due to lower revenue.
- Gross margins also impact 260 basis points from increased forecasted costs to complete a smaller capital storage project that will be completed within the fiscal year.
- Forecasting significant revenue increase in FY2023 Q4 with expectations of gross margins at or near targeted 10% to 12%.

Operating performance expected to improve as recent project awards begin to meaningfully impact revenue in late FY2023 Q4; prospects for long-term recovery is high with the recent and anticipated project awards.

ADJUSTED EBITDA

	THREE MONTHS ENDED		SIX MONTHS ENDED	
	December 31, 2022	December 31, 2021	December 31, 2022	December 31, 2021
Net Income (Loss), as reported	\$ (32,827)	\$ (24,919)	\$ (39,339)	\$ (42,457)
Goodwill Impairment	12,316	—	12,316	—
Restructuring Costs	1,278	695	2,565	1,300
Stock-Based Compensation	1,692	1,866	3,747	3,735
Interest Expense	916	502	1,288	2,501
Provision (Benefit) for Income Taxes	—	10,976	—	5,711
Depreciation and Amortization	3,535	3,789	7,177	7,841
Adjusted EBITDA	\$ (13,090)	\$ (7,091)	\$ (12,246)	\$ (21,369)

RECONCILIATION OF CERTAIN NON-GAAP MEASURES

	THREE MONTHS ENDED		SIX MONTHS ENDED	
	December 31, 2022	December 31, 2021	December 31, 2022	December 31, 2021
Net Income (Loss), as reported	\$ (32,827)	\$ (24,919)	\$ (39,339)	\$ (42,457)
Goodwill Impairment	12,316	—	12,316	—
Restructuring Costs	1,278	695	2,565	1,300
Accelerated amortization of deferred debt amendment fees	—	—	—	1,518
Tax impact of restructuring costs and accelerated amortization of debt amendment fees	(3,499)	(179)	(3,830)	(725)
Deferred tax asset valuation allowance	8,370	14,198	9,764	14,198
Adjusted net loss	\$ (14,362)	\$ (10,205)	\$ (18,524)	\$ (26,166)
Earnings (Loss) per fully diluted share	\$ (1.22)	\$ (0.93)	\$ (1.46)	\$ (1.59)
Adjusted loss per fully diluted share	\$ (0.53)	\$ (0.38)	\$ (0.69)	\$ (0.98)

RECONCILIATION OF CERTAIN NON-GAAP MEASURES

	THREE MONTHS ENDED DECEMBER 31, 2022				
	Utility and Power Infrastructure	Process and Industrial Facilities	Storage and Terminal Solutions	Corporate	Total
Total Operating Income (Loss)	\$ 639	\$ (21,511)	\$ (4,185)	\$ (7,384)	\$ (32,441)
Goodwill Impairment	–	12,316	–	–	12,316
Restructuring Costs	–	382	383	513	1,278
Adjusted Operating Income (Loss)	\$ 639	\$ (8,813)	\$ (3,802)	\$ (6,871)	\$ (18,847)

	THREE MONTHS ENDED DECEMBER 31, 2021				
	Utility and Power Infrastructure	Process and Industrial Facilities	Storage and Terminal Solutions	Corporate	Total
Total Operating Income (Loss)	\$ (3,678)	\$ 1,467	\$ (4,559)	\$ (6,640)	\$ (13,410)
Goodwill Impairment	–	–	–	–	–
Restructuring Costs	37	(24)	107	575	695
Adjusted Operating Income (Loss)	\$ (3,641)	\$ 1,443	\$ (4,452)	\$ (6,065)	\$ (12,715)

RECONCILIATION OF CERTAIN NON-GAAP MEASURES

	SIX MONTHS ENDED DECEMBER 31, 2022				
	Utility and Power Infrastructure	Process and Industrial Facilities	Storage and Terminal Solutions	Corporate	Total
Total Operating Income (Loss)	\$ 577	\$ (21,565)	\$ (1,301)	\$ (15,242)	\$ (37,531)
Goodwill Impairment	–	12,316	–	–	12,316
Restructuring Costs	37	696	906	926	2,565
Adjusted Operating Income (Loss)	\$ 614	\$ (8,553)	\$ (395)	\$ (14,316)	\$ (22,650)

	SIX MONTHS ENDED DECEMBER 31, 2021				
	Utility and Power Infrastructure	Process and Industrial Facilities	Storage and Terminal Solutions	Corporate	Total
Total Operating Income (Loss)	\$ (12,844)	\$ 1,569	\$ (8,619)	\$ (14,258)	\$ (34,152)
Goodwill Impairment	–	–	–	–	–
Restructuring Costs	46	(17)	74	1,197	1,300
Adjusted Operating Income (Loss)	\$ (12,798)	\$ 1,552	\$ (8,545)	\$ (13,061)	\$ (32,852)