



FISCAL 2023
FOURTH 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.



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.



STORAGE AND TERMINAL SOLUTIONS

OUR EXPERTISE

- STORAGE TANKS AND TERMINALS
 - SPECIALTY VESSELS INCLUDING COMPLEX CRYOGENIC INFRASTRUCTURE
 - ATMOSPHERIC STORAGE TANKS (FLAT BOTTOM TANKS)
 - MAINTENANCE AND UPGRADES
- SPECIALTY TANK PRODUCTS

UTILITY AND POWER INFRASTRUCTURE

OUR EXPERTISE

- LNG PEAK SHAVING STORAGE FACILITIES
- TRADITIONAL ELECTRICAL:
 - SUBSTATIONS
 - TRANSMISSION & DISTRIBUTION
 - STORM REPAIRS
 - FACILITY ELECTRICAL & INSTRUMENTATION

PROCESS AND INDUSTRIAL FACILITIES

OUR EXPERTISE

- REFINERY MAINTENANCE, REPAIR, AND TURNAROUNDS
- UPGRADES AND RETROFITS FOR RENEWABLE FUELS
- NATURAL GAS FACILITIES
- THERMAL VACUUM CHAMBERS
- MINING AND MINERALS INFRASTRUCTURE

STRATEGY AND OPPORTUNITY PIPELINE

MARKET STRATEGY

Strengthen the Core

Traditional energy 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.

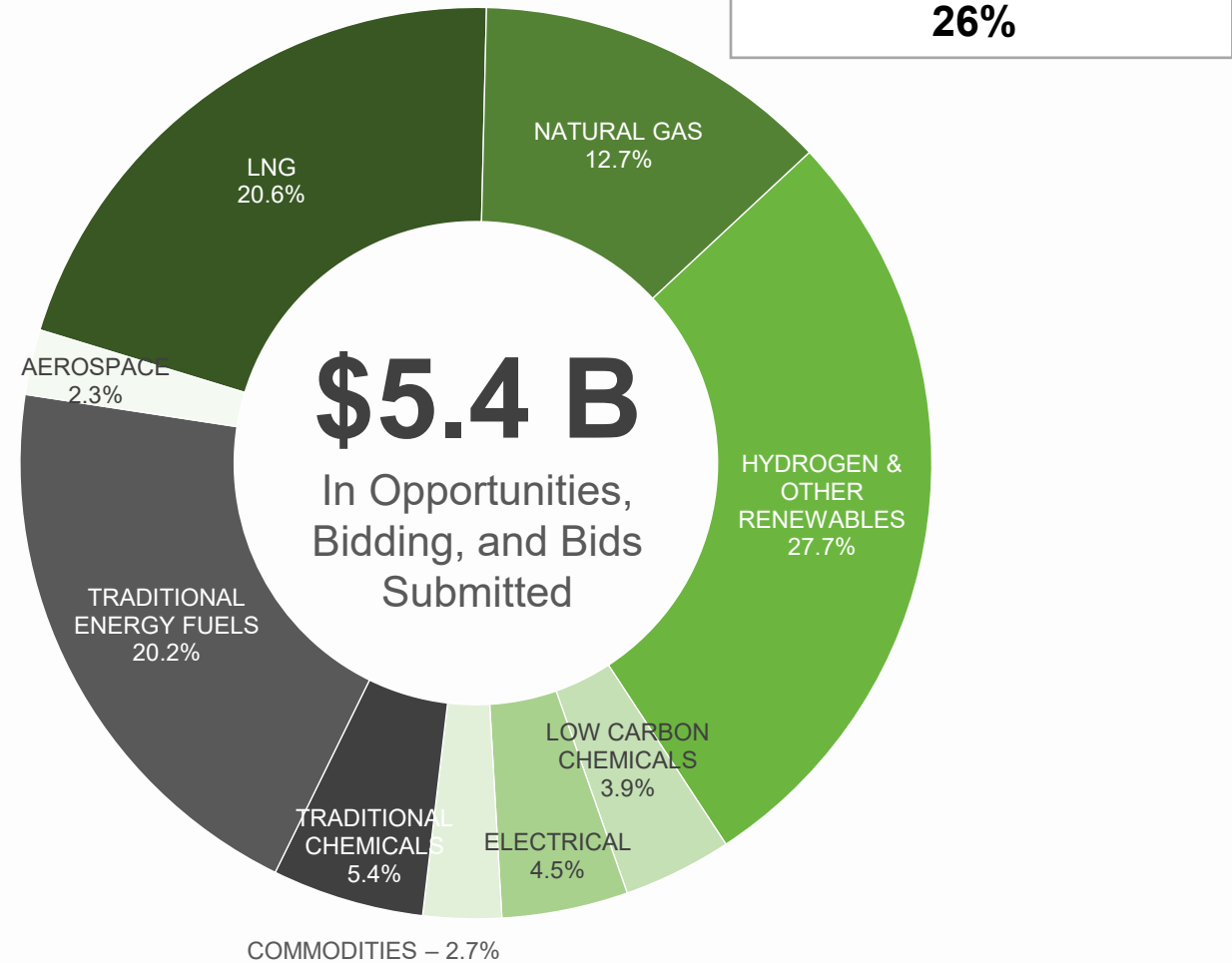
OPPORTUNITY PIPELINE

Supports traditional and lower carbon energy mix, including LNG and NGLs, Hydrogen and other renewables.

All three operating segments contain projects of **\$75 million or greater**.

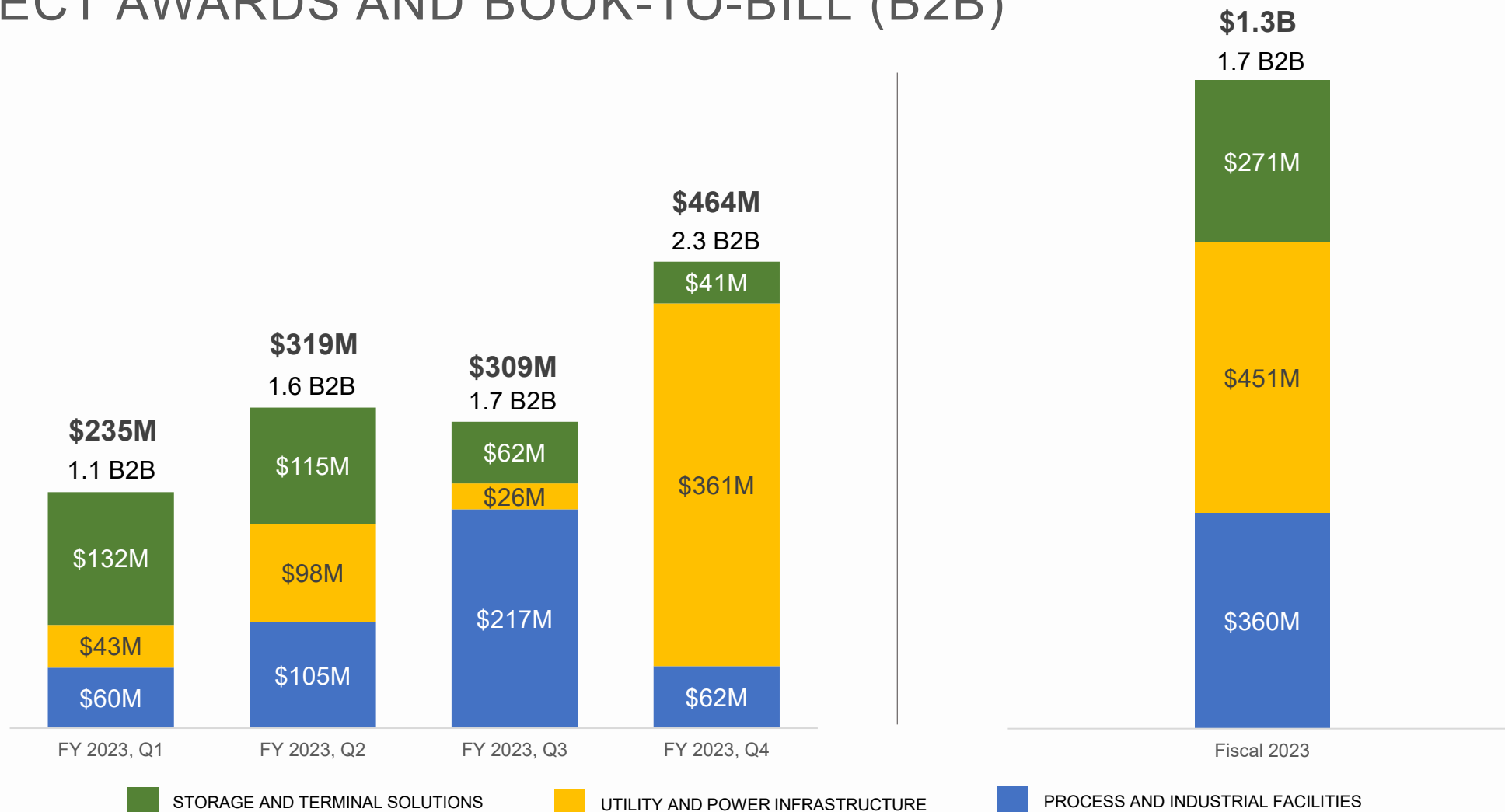
This pipeline does not include our normal day-to-day and recurring maintenance, and small project activities **which represents approximately a third of our business revenue** across all three segments.

Finding balance between COH costs, opportunity conversion, and execution commitments.



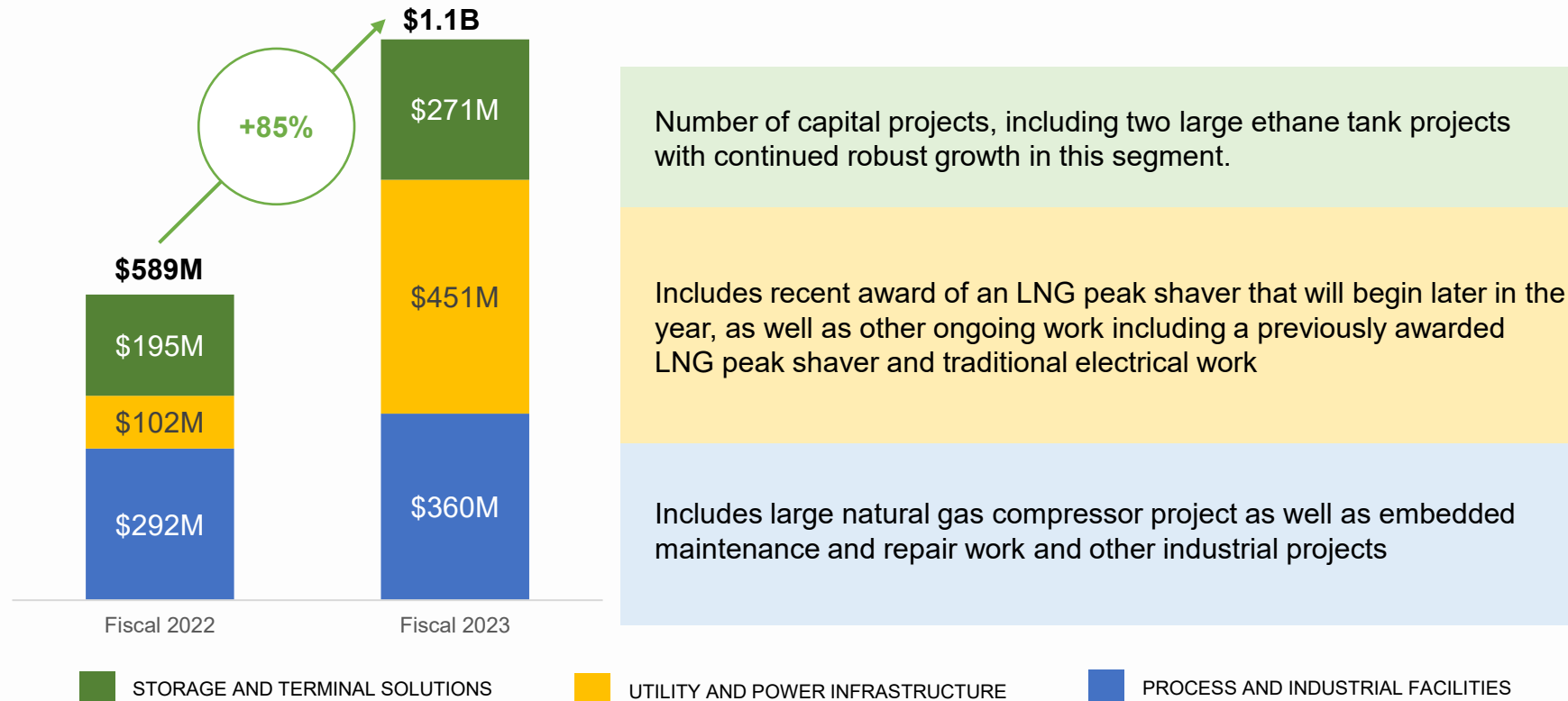
Project Opportunity Pipeline data is as June 30, 2023, for projects of \$5 million or greater and does not include small capital projects or maintenance and repair.

PROJECT AWARDS AND BOOK-TO-BILL (B2B)



We generated \$464 million in awards in FY2023, Q4, resulting in a book-to-bill ratio of 2.3 — our eighth consecutive quarter with a book-to-bill at or above 1.0.

JUNE 30, 2023 BACKLOG | \$1.1B, 85% YEAR-OVER-YEAR INCREASE



Strong growth in our core markets and strategic focus areas.
More opportunities remain for further backlog build during fiscal 2024.

FINANCIAL UPDATE

FINANCIAL REVIEW

ISSUES IMPACTING THE BUSINESS IN FISCAL 2021 THROUGH FISCAL 2023

- Low revenue volume due to limited project award activity. Two years ago, backlog decreased to less than \$500M and quarterly revenue decreased to \$160M.
- Revenue was dominated by projects bid during a very competitive environment resulting in limited margin opportunity on projects awarded during the period.

These issues resulted in margin outcome well below our historical range, and revenue levels that cause under recovered construction overheads and poor leverage of SG&A.

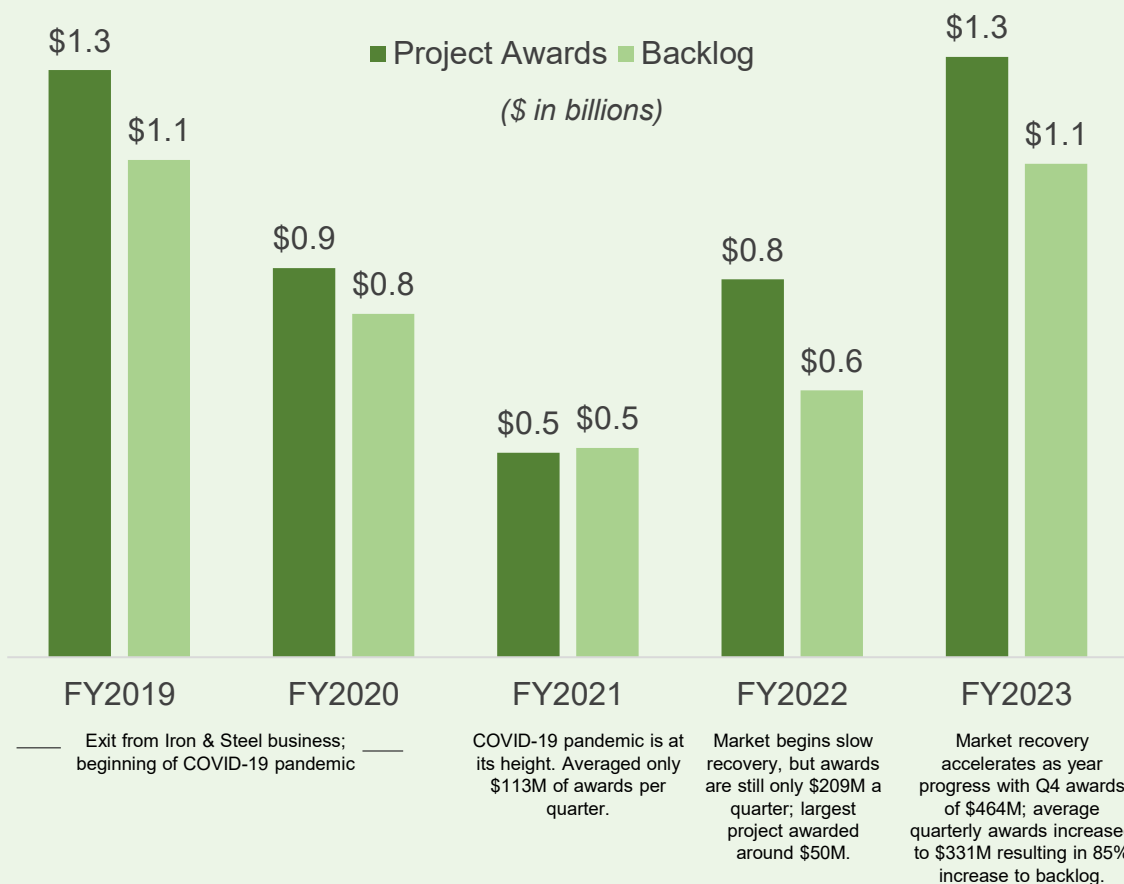
IMPROVEMENT INITIATIVES AND RESULTS

- Reduced our overhead structure by 30% and have since continued to tightly manage costs.
- Focused the business to our core markets, closing non-core assets.
- Streamlined and transformed our business for the future with a focus on increasing efficiency, improving performance, and ultimately providing more consistent bottom line results and long-term sustainability for all stakeholders.

Our more focused approach to business development and our core markets is resulting in backlog growth with projects that present a better margin opportunity. This backlog growth is translating to higher quarterly revenue, which we expect to continue to increase.

FY 2023, Q4 results demonstrate continued progress toward our business objectives.

PROJECT AWARDS AND BACKLOG



FISCAL 2024 EXPECTATIONS:

- This quality backlog will allow us to fully recover our construction overhead, appropriately leverage SG&A, and improve overall operating results.
- Project awards in Q1 FY2024 are expected to be comparable to FY 2023, Q4 awards.
- Revenue in Q1 and Q2 of FY 2024 will be consistent with revenue FY 2023, Q4.
- Revenue is expected to have strong growth in Q3 and Q4 as a result of FY 2023 awards plus those expected in FY 2024.
- Bottom line results will follow a similar path as revenue.
- We expect net income will be near-breakeven in the first half of FY 2024, with significantly stronger results in the second half of the fiscal year.
- Adjusted EBITDA is expected to be positive across the fiscal year.
- As we move through the fiscal year, we anticipate accelerated movement toward our longer-term financial targets.

Backlog has increased to pre-pandemic levels and will drive higher revenue as we move through FY 2024 and beyond. FY 2023 Q4 results demonstrate continued progress toward our business objectives.

QUARTERLY TREND | CONSOLIDATED

<i>(In millions except %)</i>	FY 2023, Q1	FY 2023, Q2	FY 2023, Q3	FY 2023, Q4
Revenue	\$ 208,431	\$ 193,040	\$ 186,895	\$ 205,854
Gross Profit (Loss)	13,008	(1,302)	4,419	14,695
Gross Margin	6.2%	(0.7%)	2.4%	7.1%
SG&A Expense	16,811	17,545	16,862	17,031
Adjusted Operating Income	(3,803)	(18,847)	(12,443)	(2,336)
Adjusted Operating Income %	(1.8%)	(9.8%)	(6.7%)	(1.1%)
Net Income (Loss)	(6,512)	(32,827)	(12,686)	(336)
Income (Loss) Per Share	\$ (0.24)	\$ (1.22)	\$ (0.47)	\$ (0.01)
Adjusted Loss Per Share	\$ (0.15)	\$ (0.53)	\$ (0.33)	\$ (0.11)
Adjusted EBITDA	\$ 844	\$ (13,090)	\$ (7,736)	\$ 2,283

- Revenue increased 10% from the prior quarter as the contribution to revenue of newly awarded projects has begun to make an impact.
- Gross Margin improved from the prior quarter due to strong project execution and improved construction overhead recovery.

Improvements in revenue and gross margin resulted in a loss per share of \$0.01 and a return to positive Adjusted EBITDA during the quarter.

OUTLOOK AND KEY LONG-TERM FINANCIAL TARGETS



Economic and market drivers bring **significant tailwinds**

Strong backlog with recurring revenue streams and multi-year projects

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

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

Consistently strong balance sheet with financial and operational strength

KEY LONG-TERM FINANCIAL TARGETS*	
< 6% Net Working Capital	< 6.5% 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

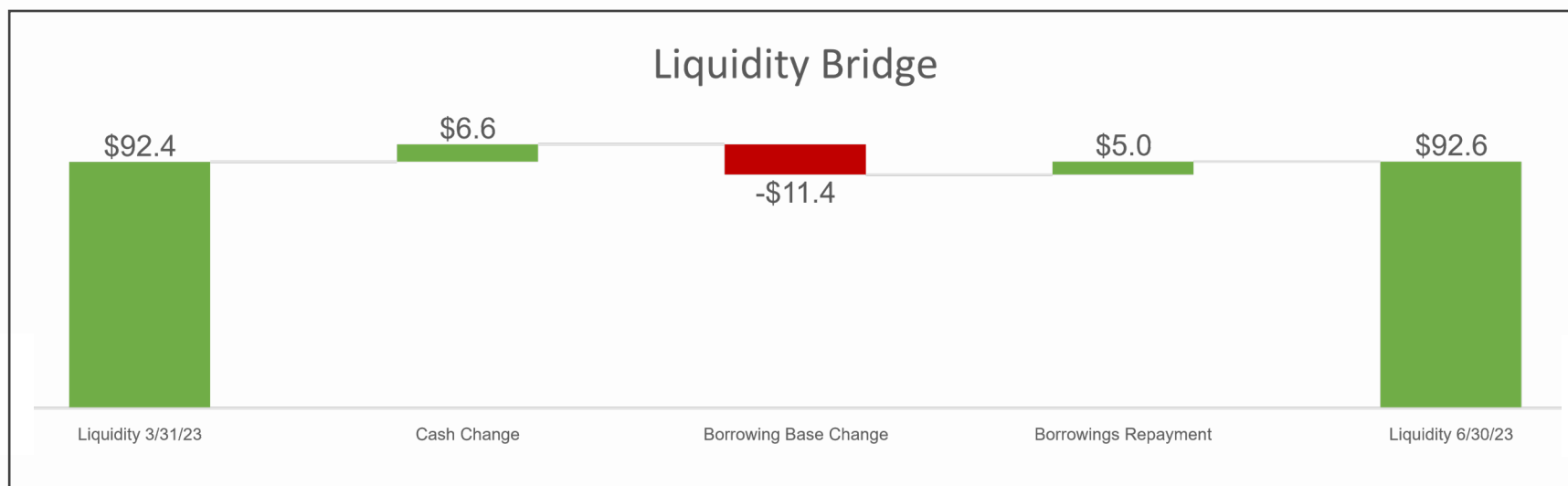
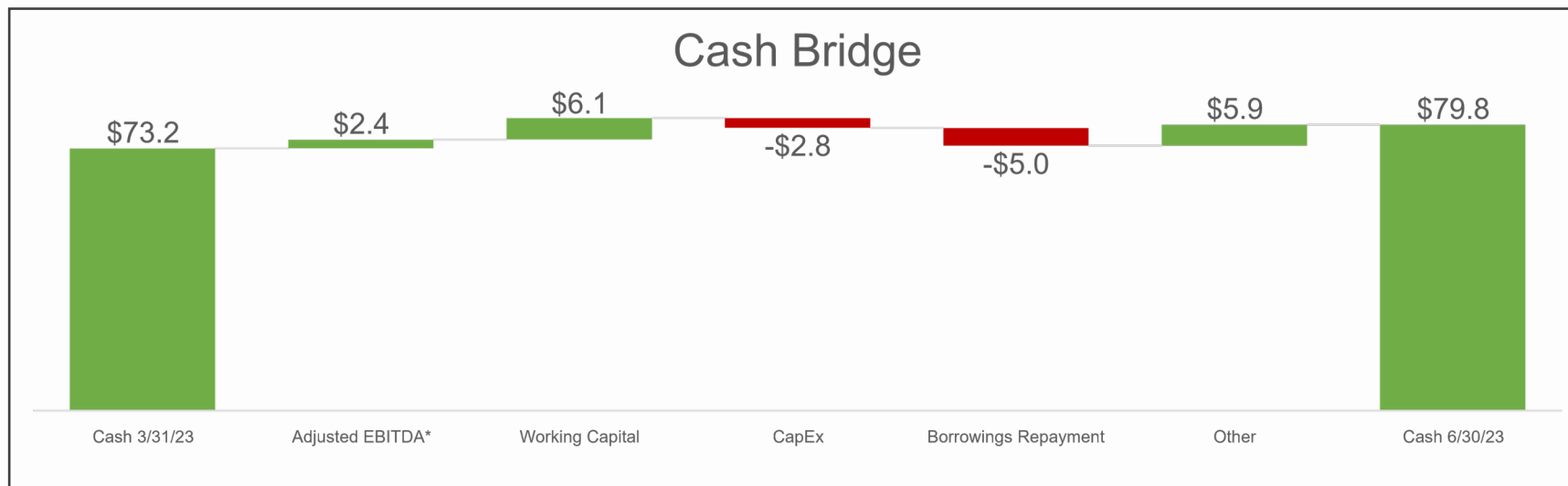
With existing backlog and strong end-markets, MTRX is well-positioned to achieve our key financial targets and provide value appreciation for our stockholders.



APPENDIX

4Q FISCAL YEAR 2023

(\$ in millions)



Strategic management of the balance sheet puts the Company in a position to support the growth in the business in fiscal 2024.

QUARTERLY TREND | STORAGE & TERMINAL SOLUTIONS

<i>(In millions except %)</i>	FY2023, Q1	FY2023, Q2	FY2023, Q3	FY2023, Q4
Revenue	\$ 76,933	\$ 62,516	\$ 52,165	\$ 64,079
Gross Profit (Loss)	7,564	1,648	(810)	2,067
Gross Margin	9.8%	2.6%	(1.6%)	3.2%
SG&A Expense	4,158	5,450	5,735	4,712
Adjusted Operating Income	3,406	(3,802)	(6,545)	(2,645)
Adjusted Operating Income %	4.4%	(6.1%)	(12.5%)	4.1%

- Revenue was lower than expected based on project execution schedules
- Gross Margin were impacted by 500-basis points due to under-recovery of construction overhead costs
- Expect revenue increases as we move through fiscal 2024

Operating performance expected to improve as recent project awards begin to meaningfully impact revenue in FY2024; prospects for long-term recovery is high with the recent and anticipated project awards.

QUARTERLY TREND | UTILITY & POWER INFRASTRUCTURE

<i>(In millions except %)</i>	FY2023, Q1	FY2023, Q2	FY2023, Q3	FY2023, Q4
Revenue	\$ 44,870	\$ 50,535	\$ 35,024	\$ 39,075
Gross Profit (Loss)	1,714	2,426	2,790	3,770
Gross Margin	3.8%	4.8%	8.0%	9.6%
SG&A Expense	1,738	1,787	1,869	1,651
Adjusted Operating Income	(24)	639	921	2,119
Adjusted Operating Income %	(0.1%)	1.3%	2.6%	5.4%

- Strong execution with full recovery of construction overhead costs
- Peak shaver revenue will begin to impact results beginning in Q2, FY2024
- Book to bill of 9.2 in the quarter is the result of a recent multi-year peak shaver award

Revenue improvement over several years is expected with increased peak shaver work on existing project, as well as recently announced project award.

Longer-term outlook includes strong funnel with additional peak shaver opportunities.

QUARTERLY TREND | PROCESS & INDUSTRIAL FACILITIES

(In millions except %)

	FY2023, Q1	FY2023, Q2	FY2023, Q3	FY 2023, Q4
Revenue	\$ 86,628	\$ 80,789	\$ 99,706	\$ 102,700
Gross Profit (Loss)	4,330	(5,131)	3,160	8,397
Gross Margin	5.0%	(6.4%)	3.2%	8.2%
SG&A Expense	4,070	3,682	3,556	3,601
Adjusted Operating Income	260	(8,813)	(396)	4,796
Adjusted Operating Income %	0.3%	(10.9%)	(0.4%)	4.7%

- Completion of lower margin gas processing work
- Other work in the segment, including refinery turnaround and maintenance, aerospace, and a renewable diesel project, which amounted to approximately 80% of segment revenue, produced a gross margin of approximately 10% on strong project execution tributed to margin performance.

Revenue in this segment will temporarily decrease as capital projects currently in backlog and to be booked in the near-term will not positively impact revenue until FY2025. Segment continues to be supported by turnaround and recurring repair and maintenance work.

ADJUSTED EBITDA

	THREE MONTHS ENDED		TWELVE MONTHS ENDED	
	June 30, 2023	June 30, 2022	June 30, 2023	June 30, 2022
Net Income (Loss), as reported	\$ (336)	\$ 13,456	\$ (52,361)	\$ (63,900)
Goodwill Impairment	—	—	12,316	18,312
Gain on Sale of Assets	(2,905)	(32,392)	(2,905)	(32,392)
Restructuring Costs	261	924	3,142	646
Stock-Based Compensation	1,637	2,054	6,791	7,877
Interest Expense	468	246	2,024	2,951
Provision (Benefit) for Income Taxes	(37)	53	(400)	5,617
Depreciation and Amortization	3,195	3,697	13,694	15,254
Adjusted EBITDA	\$ 2,283	\$ (11,962)	\$ (17,699)	\$ (45,635)

ADJUSTED NET LOSS

	THREE MONTHS ENDED		TWELVE MONTHS ENDED	
	June 30, 2023	June 30, 2022	June 30, 2023	June 30, 2022
Net Income (Loss), as reported	\$ (336)	\$ 13,456	\$ (52,361)	\$ (63,900)
Goodwill Impairment	—	—	12,316	18,312
Gain on Sale of Assets	(2,905)	(32,392)	(2,905)	(32,392)
Restructuring Costs	261	924	3,142	646
Accelerated Amortization of Deferred Debt Amendment Fees	—	—	—	1,518
Tax Impact of Adjustments and Other Net Tax Items	681	8,100	(3,231)	4,464
Deferred Tax Valuation Allowance	(752)	(3,926)	12,595	17,943
Adjusted Net Loss	\$ (3,051)	\$ (13,838)	\$ (30,444)	\$ (53,409)
Income (Loss) per Fully Diluted Share	\$ (0.01)	\$ 0.50	\$ (1.94)	\$ (2.39)
Adjusted Loss per Fully Diluted Share	\$ (0.11)	\$ (0.52)	\$ (1.13)	\$ (2.00)

RECONCILIATION OF CERTAIN NON-GAAP MEASURES

	THREE MONTHS ENDED JUNE 30, 2023				
	Storage and Terminal Solutions	Utility and Power Infrastructure	Process and Industrial Facilities	Corporate	Total
Operating Income (Loss)	\$ (2,630)	\$ 2,119	\$ 4,627	\$ (6,713)	\$ (2,597)
Restructuring Costs	(15)	—	169	107	261
Adjusted Operating Income (Loss)	\$ (2,645)	\$ 2,119	\$ 4,796	\$ (6,606)	\$ (2,336)

	THREE MONTHS ENDED JUNE 30, 2022				
	Storage and Terminal Solutions	Utility and Power Infrastructure	Process and Industrial Facilities	Corporate	Total
Operating Income (Loss)	\$ (3,993)	\$ (4,200)	\$ (1,175)	\$ (8,796)	\$ (18,164)
Restructuring Costs	37	41	28	818	924
Adjusted Operating Income (Loss)	\$ (3,956)	\$ (4,159)	\$ (1,147)	\$ (7,978)	\$ (17,240)

RECONCILIATION OF CERTAIN NON-GAAP MEASURES

	TWELVE MONTHS ENDED JUNE 30, 2023				
	Storage and Terminal Solutions	Utility and Power Infrastructure	Process and Industrial Facilities	Corporate	Total
Operating Income (Loss)	\$ (10,553)	\$ 3,617	\$ (17,441)	\$ (28,510)	\$ (52,887)
Goodwill Impairment	—	—	12,316	—	12,316
Restructuring Costs	969	37	972	1,164	3,142
Adjusted Operating Income (Loss)	\$ (9,584)	\$ 3,654	\$ (4,153)	\$ (27,346)	\$ (37,429)

	TWELVE MONTHS ENDED JUNE, 2022				
	Storage and Terminal Solutions	Utility and Power Infrastructure	Process and Industrial Facilities	Corporate	Total
Operating Income (Loss)	\$ (18,903)	\$ (8,928)	\$ (20,359)	\$ (21,500)	\$ (69,690)
Goodwill Impairment	2,659	8,445	7,208	—	18,312
Restructuring Costs	46	(1,606)	85	1,197	(278)
Adjusted Operating Income (Loss)	\$ (16,198)	\$ (2,089)	\$ (13,066)	\$ (20,303)	\$ (51,656)