



**MATRIX SERVICE
COMPANY**

Move to a higher standardSM

Fiscal 2021, First Quarter
Ended September 30, 2020



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.



WHY MTRX IS A GOOD LONG-TERM INVESTMENT



BRAND STRENGTH

- Diversified, premier engineering and construction contractor
- Brand leader in utility and process infrastructure, process and industrial facilities, and storage and terminal solutions

FINANCIAL AND OPERATIONAL STRENGTH

- Known for consistently strong balance sheet and liquidity
- Streamlined cost structure
- Diverse and engaged Board aligned with shareholder interests
- Tenured senior management team

GROWTH PROSPECTS

- Organic growth strategy supplemented by strategic bolt-on M&A
- Significant opportunities in renewables and other clean energy such as LNG and hydrogen
- Opportunity pipeline includes more than \$8 billion in projects

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

Our comprehensive expertise and financial and operational strength position MTRX to capitalize on the dynamic environment and infrastructure needs of our clients.

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 100 Contractors by Engineering-News Record



Recognized for 29% of Board membership comprised of female directors



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



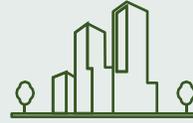
Consistently certified as a Great Place to Work®

CURRENT ENVIRONMENT



Near-term environment remains challenging

- COVID-19 and low product demand continues to impact our clients, especially those in the energy industry
- Opportunity pipeline and market position remains strong; the timing of awards and starts remains uncertain
- Expectations for improved project awards, increased revenue and improved operating results in the second half of FY21



New cost structure and streamlined operations

- Significant cost reductions realized, and additional cost reduction actions being implemented
- Margin profile expected to improve based on strategic changes and reduced costs
- Operationally structured for growth opportunities in new and existing markets
- New reporting segments add transparency to current and future markets

While the near-term environment remains challenged, the demand for cleaner energy like LNG and hydrogen, as well as carbon capture, are key growth areas for the Company

OPTIMIZING AND LEVERAGING OUR COST STRUCTURE

FY 2020

- Implemented plan to reduce annual overhead cost structure by \$45 million or 18%
- Quarterly reduction of \$11 million

FY 2021

- Realization of FY20 cost reductions
- Continued focus on reducing costs – additional Q1 reductions realized with Q2 reductions in process
- Balancing cost reductions with revenue recovery outlook

1Q, FY 2021 – Impact of realization of FY 2020 and 2021 cost reductions

- Quarterly construction overhead costs down \$10.4 million
- Quarterly SG&A down \$5.6 million
- Total quarterly overhead costs down \$16 million or 25% as compared to 1Q FY20

Focus is on revenue growth to achieve full recovery of construction overhead costs and an SG&A level of less than 6%.

FISCAL 2021 | FIRST QUARTER RESULTS

(\$ in thousands, except EPS)

HIGHLIGHTS

- Strong project execution
- Temporary reduction in revenue resulted in under-recovery of construction overhead costs
- Cost savings exceeded expectations
- Project awards remain slow in current environment

	1Q21		1Q20		
Revenue	\$	182,771	\$	338,097	
Gross Profit		14,350	7.9 %	32,465	9.6 %
SG&A		18,128	9.9 %	23,691	7.0 %
Operating income (loss)		(3,458)	(1.9)%	8,774	2.6 %
Net Income (loss)		(3,037)	(1.7)%	6,151	1.8 %
Earnings (loss) per share		(0.12)		0.22	
EBITDA		2,247	1.2 %	14,030	4.1 %
Adjusted EBITDA		1,927	1.1 %	14,030	4.1 %
Backlog		678,427		1,081,940	
Awards		102,733		321,688	
Book-to-bill ratio		0.6		1.0	

Despite direct margin performance above our normal expectations and significant cost reductions, the temporary impact of the COVID environment resulted in a 46% decline in revenue.

Q1 FY21 SEGMENT RESULTS

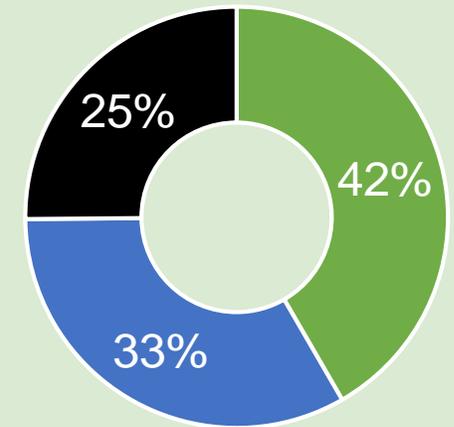
(\$ in thousands)

1Q FY21	Utility and Power Infrastructure	Process and Industrial Facilities	Storage and Terminal Solutions	Corporate	TOTAL
Revenue	\$ 60,671	\$ 45,931	\$ 76,169	\$ -	\$ 182,771
Gross Profit	\$ 6,913	\$ 3,659	\$ 3,778	\$ -	\$ 14,350
Gross Margin	11.4%	8.0%	5.0%		7.9%
Operating Income	\$ 4,680	\$ 109	\$ (1,378)	\$ (6,869)	\$ (3,458)
Operating Income %	7.7%	0.2%	(1.8%)		(1.9%)
Backlog	\$ 233,463	\$ 150,590	\$ 294,374		\$ 678,427
Awards	\$ 21,318	\$ 50,796	\$ 30,619		\$ 102,733
Book-to-bill ratio	0.4	1.1	0.4		0.6

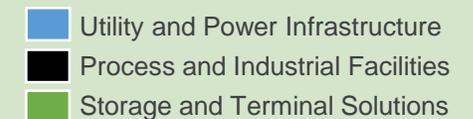
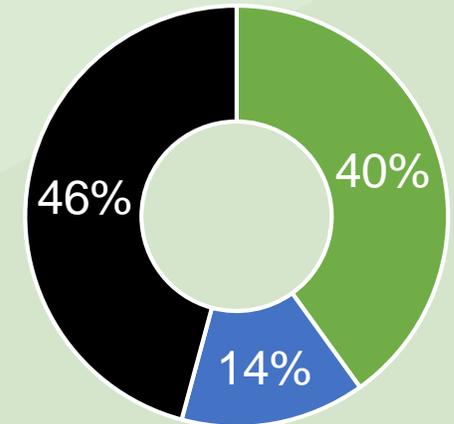
1Q FY20	Utility and Power Infrastructure	Process and Industrial Facilities	Storage and Terminal Solutions	Corporate	TOTAL
Revenue	\$ 47,727	\$ 154,877	\$ 135,493	\$ -	\$ 338,097
Gross Profit	\$ (168)	\$ 13,590	\$ 19,742	\$ (699)	\$ 32,465
Gross Margin	(0.4%)	8.8%	14.6%		9.6%
Operating Income	\$ (2,800)	\$ 6,652	\$ 12,756	\$ (7,834)	\$ 8,774
Operating Income %	(5.9%)	4.3%	9.4%		2.6%
Backlog	\$ 254,904	\$ 368,181	\$ 458,855		\$ 1,081,940
Awards	\$ 30,791	\$ 146,819	\$ 144,078		\$ 321,688
Book-to-bill ratio	0.6	0.9	1.1		1.0

REVENUE

1Q, FY2021

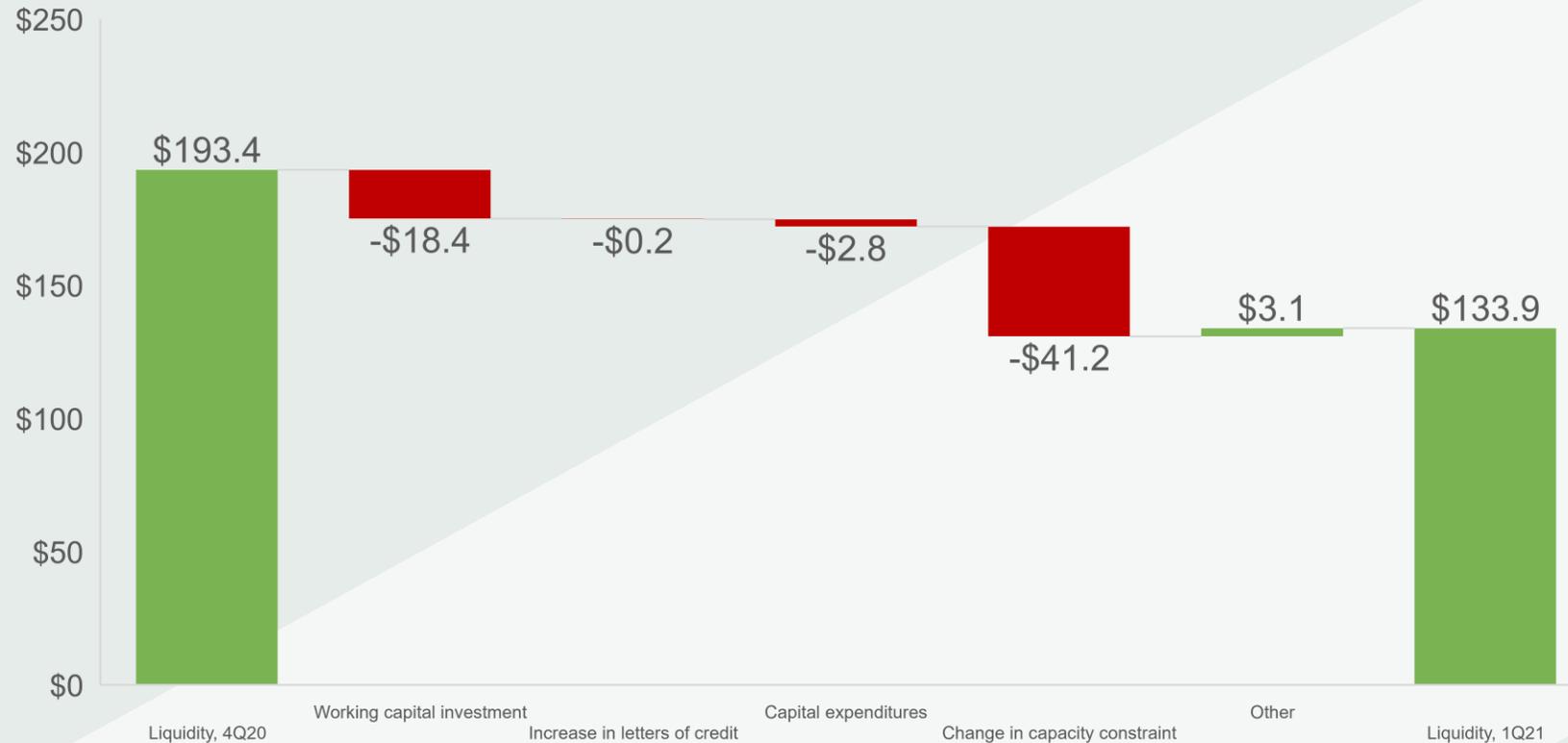


1Q, FY2020



LIQUIDITY BRIDGE | 1Q FISCAL YEAR 2021

(\$ in millions)



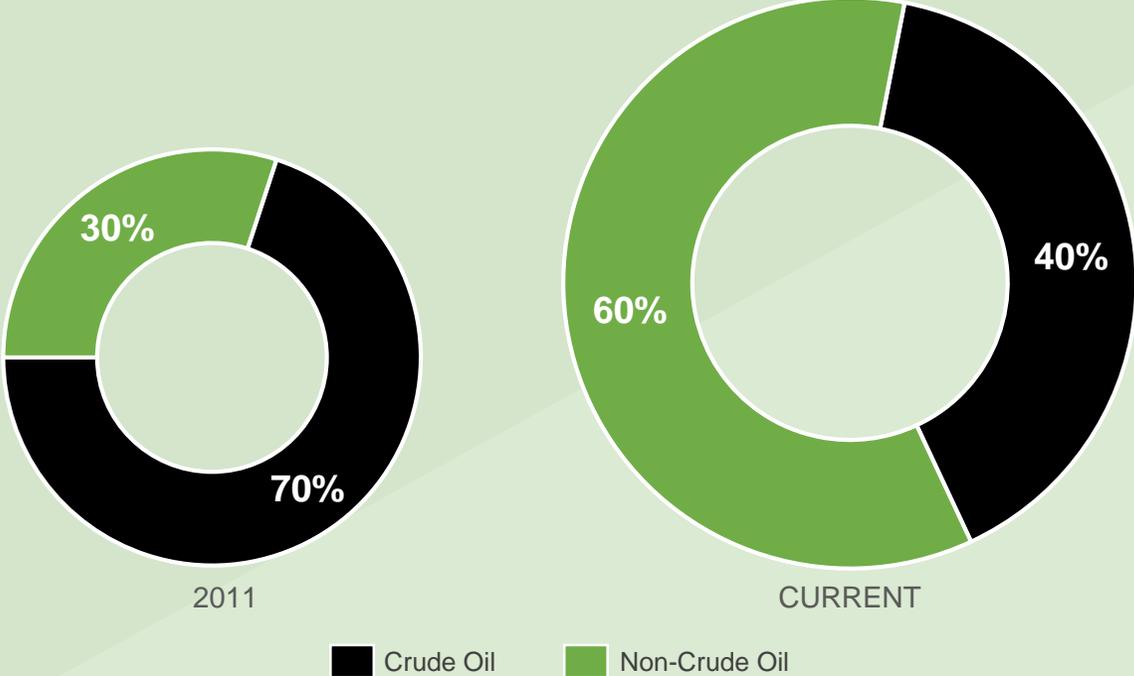
CREDIT FACILITY EXTENSION

- Extended to 11/02/2023
- Together with our strong balance sheet, provides liquidity needed to operate in the current environment and grow the business as the markets recover
- Supports capital allocation priorities:
 - Working capital
 - Limited capital expenditures
 - Opportunistic share repurchases
 - Future strategic tuck-in acquisitions based on market conditions

Overall liquidity position is strong. In Q2 of FY21, we expect to generate positive cash flow, partially offset by payoff of outstanding debt.

STRATEGIC DIVERSIFICATION

AVERAGE BUSINESS PORTFOLIO MIX



- Expansion of EPC service offerings from crude tanks and terminals to small- to mid-scale LNG, mid-stream gas processing, downstream facilities, and industrial facilities
- Growth into significant new markets including cleaner energy like hydrogen as well as carbon capture
- Expansion of project services to international markets including the Caribbean, Mexico, and Central America
- Extension of power delivery and electrical construction services to address aging U.S. infrastructure and connectivity of renewable sources
- Expansion of engineering to support growing offerings, technical services, and new markets

Diversification allows for significant growth and provides protection against seasonal and other market cyclicity. Established the Company as a leader in cryogenic EPC of storage tanks and terminals.

STRATEGY AND TARGET MARKETS

SAFETY

Continue focus on achieving and maintaining a TRIR of zero

PEOPLE & COMMUNICATION

Attract, develop and retain best-in-class employees

CLIENTS & GROWTH

Achieve and maintain execution excellence through safe, quality work and strong project performance that results in high customer satisfaction, growth and profitability

EXECUTION EXCELLENCE

Maintain a strong balance sheet by controlling costs, managing capital expenditures and cash flow and maintaining minimal or no debt



UTILITY & POWER INFRASTRUCTURE

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

PROCESS & INDUSTRIAL FACILITIES

Midstream natural gas	Refineries
Renewables/Biofuels	Fertilizer
Mining and minerals	Sulfur
Chemical / petrochemical	Aerospace
Industrial facilities	

STORAGE AND TERMINAL SOLUTIONS

LNG storage & bunkering and maintenance	Repair
NGLS	Specialty vessels
Renewable energy	
Crude	
Aftermarket storage products	

Our project opportunity pipeline includes **+\$8 billion** in projects across all three segments, **\$4 billion** with anticipated award dates in fiscal 2021.

KEY PERFORMANCE LONG-TERM TARGETS

MEASURING OUR SUCCESS

FINANCIAL EXPECTATIONS

**The following can be used for modeling purposes.*

Long-term Expected Margin

Utility & Power Infrastructure	10% - 12%
Process & Industrial Facilities	9% - 11%
Storage & Terminal Solutions	10% - 12%

Quarterly Consolidated SG&A

Run Rate (excluding variable incentives) \$18 million

Effective Tax Rate 27%

Capital Expenditures (as % of revenue)

Fiscal 2021	1.0%
Long-term	1.5%

OUR EMPLOYEES COME FIRST

0 TRIR / Safety	> 40 Average annual training hours per employee	> 90% Staff employee retention
--------------------	--	--------------------------------------

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

Continued refinement of cost structure while preserving capabilities positions the Company for improved operating results and achievement of long-term key financial targets

MTRX IS A GOOD LONG-TERM INVESTMENT



BRAND STRENGTH

- Diversified, premier engineering and construction contractor
- Brand leader in utility and process infrastructure, process and industrial facilities, and storage and terminal solutions

FINANCIAL AND OPERATIONAL STRENGTH

- Known for consistently strong balance sheet and liquidity
- Streamlined cost structure
- Diverse and engaged Board aligned with shareholder interests
- Tenured senior management team

GROWTH PROSPECTS

- Organic growth strategy supplemented by strategic bolt-on M&A
- Significant opportunities in cleaner forms of energy such as LNG as well as other renewable energy such as hydrogen
- Reinvestment in electrical distribution tied to infrastructure improvements and growth in renewable power generation
- Opportunity pipeline includes more than \$8 billion in projects



Our comprehensive expertise and financial and operational strength position MTRX to capitalize on the dynamic energy environment and infrastructure needs of our clients as well as pending Federal infrastructure investment.



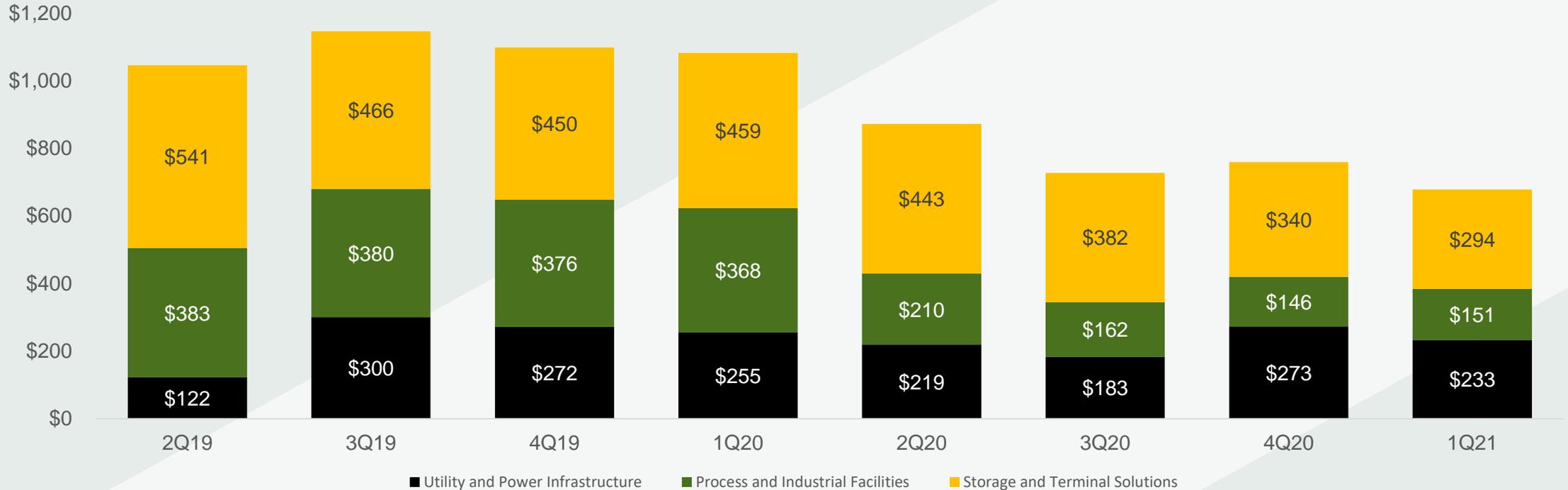
Q & A

Appendix

BACKLOG AT SEPTEMBER 30, 2020

PROJECT AWARD DISRUPTIONS DUE TO COVID-19

(\$ in millions)



Significant project awards continued to be delayed as evidenced by 1Q awards and book-to-bill.

ADJUSTED EBITDA

(\$ in thousands)

	Three Months Ended	
	September 30, 2020	September 30, 2019
Net income (loss)	\$ (3,037)	\$ 6,151
Restructuring costs	(320)	-
Interest expense	375	389
Provision (benefit) for income taxes	270	2,711
Depreciation and amortization	4,639	4,779
Adjusted EBITDA	\$ 1,927	\$ 14,030