Fiscal 2020

Second Quarter Ended December 31, 2019

MATRIX SERVICE COMPANY

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.

MATRIX SERVICE COMPANY

MATRIX VALUE PROPOSITION

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

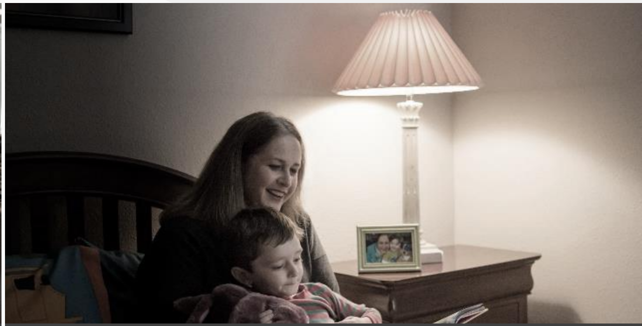
To be the company of choice for engineering, constructing, and maintaining the energy and industrial infrastructure that people rely on around the world.

WITH THIS VISION WE IMPROVE QUALITY OF LIFE

STORAGE TERMINALS
Moving Products to Market

REFINED PRODUCTS
Transportation, Fuels, Chemicals, Lubricants

NATURAL GAS VALUE CHAIN
Chemicals, Heating, Power Generation, Cooking



ELECTRICAL ENERGY
Homes and Businesses

MATRIX SERVICE COMPANY

LEVERAGING OUR BRAND FROM TANKS TO TERMINALS

Storage Solutions

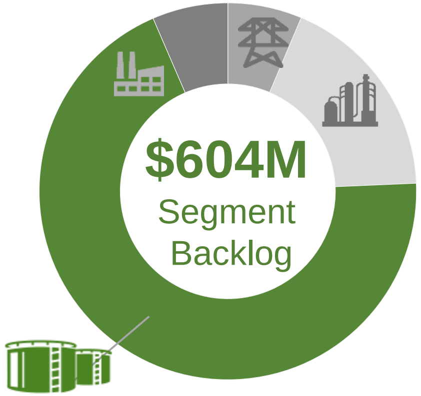
Building opportunity pipeline in LNG and crude infrastructure

Recent developments

- Generated revenue of $142.8 million in FY20 Q2 and $111.7 million in awards
- Duke Energy's Piedmont Natural Gas LNG Peak Shaving facility is under construction
- Over $2 billion in tanks and terminal, LNG and NGL opportunities with expected award dates in the next 12 months

Primary market drivers

- Need for terminals to support abundant North American crude oil, LNG and NGLs
- Global demand for export capabilities and related energy infrastructure
- Need for mid-size LNG terminals to support peak shaving, bunkering, and power generation in off-grid and remote locations

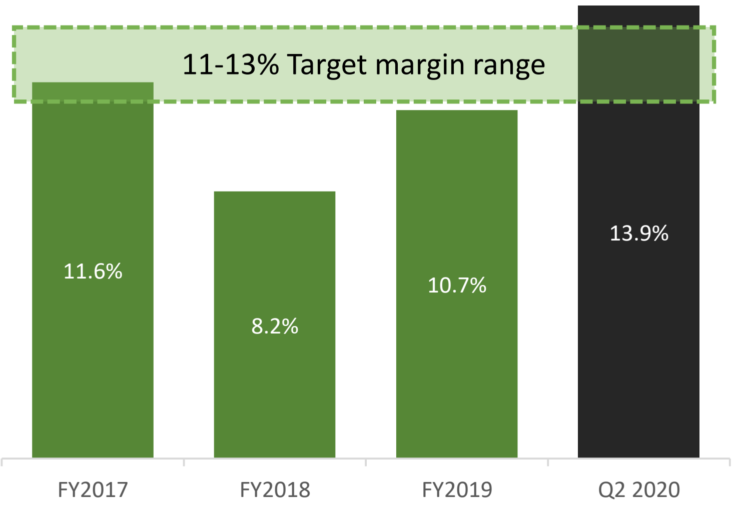


69.2%

of $872M total backlog

0.8x

Book-to-bill ratio in FY20 Q2



Enterprise Products Partners L.P. | ENERGY TRANSFER | EXXON | DUKE ENERGY | KEYERA | EAGLE LNG PARTNERS | JAX LNG | SOUTHWEST GAS | MODA midstream

MATRIX SERVICE COMPANY

Draw on our full EPC and terminal capabilities to accelerate growth

Take advantage of our strong expertise in LNG

Leverage business stability in the market

EXPANDING MARKET SHARE WITH NEW AND EXISTING CLIENTS

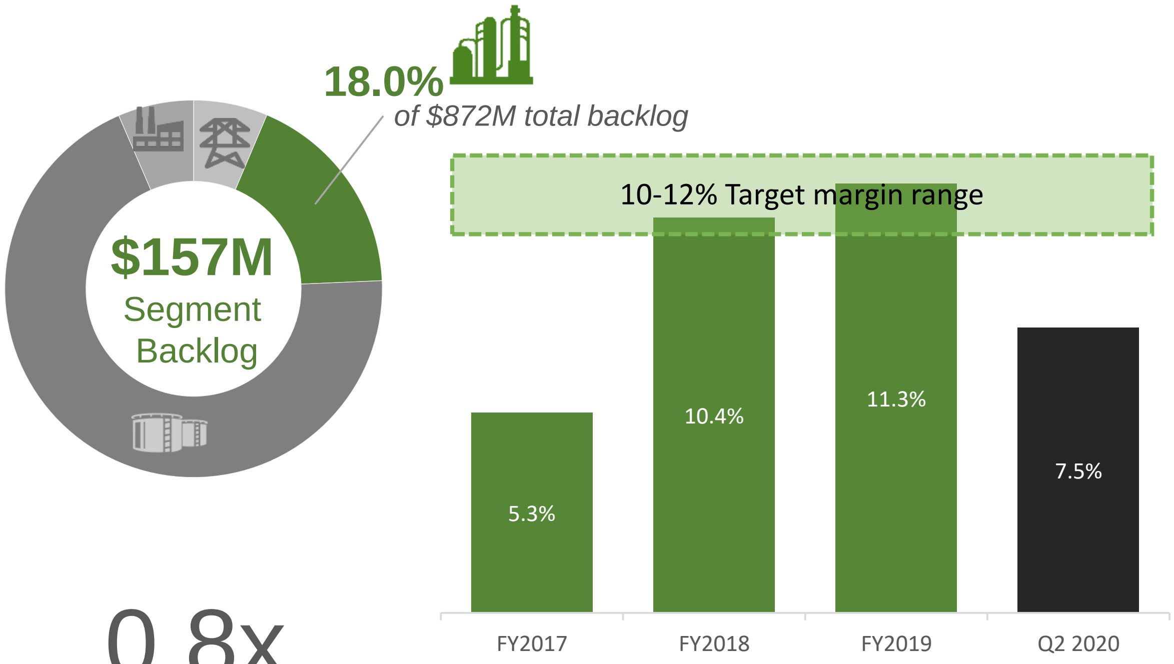
Quality performance is building the brand

Recent developments

- Generated revenue of $56.0 million in FY20 Q2 and $44.4 million in awards
- Size and scope of turnaround activities was lower than normal in Q2
- Multiple capital projects ongoing, incl. first alkylation unit in the U.S. to use ionic liquids and multiple sulfur processing and handling projects
- Brand awareness in mid-stream gas processing is creating more opportunities

Primary market drivers

- Ongoing need for refinery maintenance, turnarounds, and capital projects
- Abundant North American energy and global demand for environmentally friendly energy, including IMO2020, drives need for infrastructure
- Reshoring of petrochemical industry is driving additional need for upgrades as well as ongoing maintenance and repair



0.8x

Book-to-bill ratio in FY20 Q2

MATRIX SERVICE COMPANY

Expanding our reach into natural gas processing for NGLs

Extend expertise to the petrochemical market

Build on refinery turnaround expertise with more fixed base maintenance opportunities

Industrial

REDUCING FOCUS ON IRON AND STEEL

Smaller contribution expected going forward

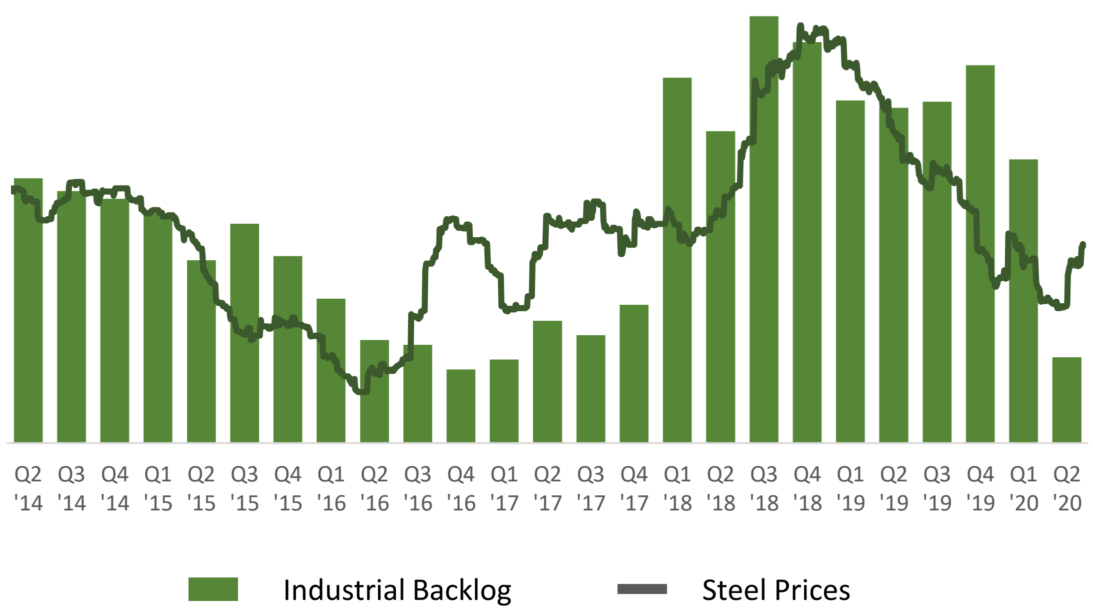
Recent developments

- Generated revenue of $90.0 million in FY20 Q2 and $28.4 million in awards
- Strategic decision to reduce resources on iron and steel business due to several factors
- Remain opportunistic with respect to bidding projects in aerospace, mining and minerals, fertilizer, cement, grain and general manufacturing

Primary market drivers

- Commodity pricing for ferrous and non-ferrous metals, particularly for iron and steel
- Overall supply and demand for grain, cement, global fertilizer and other bulk materials
- Next generation satellite technology driving demand for Thermal Vacuum chambers, competition limited

Industrial backlog vs. steel prices



Maintain strong customer relationships with our customers to ensure we are positioned to meet their needs

Electrical Infrastructure

OPERATING IMPROVEMENT PLAN ONGOING

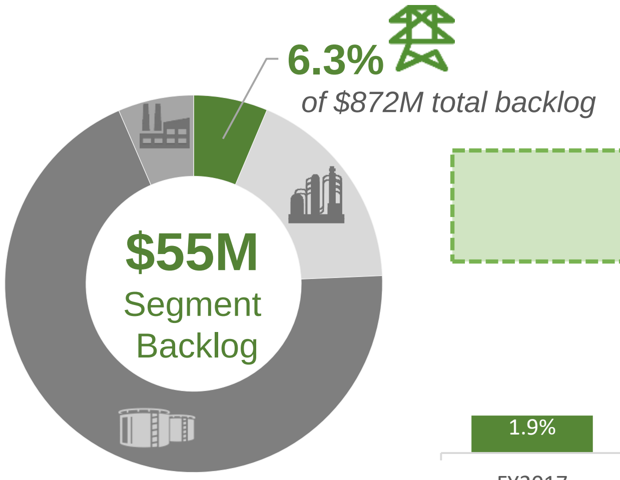
Focused on corrective actions to improve performance

Recent developments

- Generated revenue of $30.0 million in FY20 Q2 and $12.8 million in awards
- Power generation strategic shift to subcontract service packages has proven successful
- Management focused in fixing issues that have negatively impacted an underperforming portion of the segment by continuing to implement ongoing operating improvement initiatives

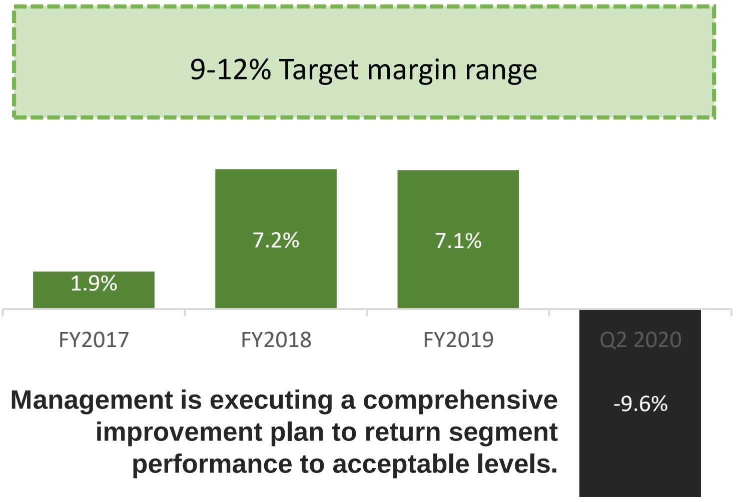
Primary market drivers

- Majority of North America's electrical grid is past its useful life
- Need for more reliable, efficient, secure and interconnected distribution infrastructure
- Demand for environmentally friendly power generation and fuel switching from coal and nuclear to natural gas



0.4x

Book-to-bill ratio in FY20 Q2



Management is executing a comprehensive improvement plan to return segment performance to acceptable levels.

EVERSOURCE | Exelon | ppl | PSEG | AMERICAN ELECTRIC POWER | nationalgrid

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Focus on operating improvements in power delivery

Long term plan to grow through acquisitions

Renewables gateway

BIG PICTURE VISION AND STRATEGIC OBJECTIVES

IMPROVE OVERALL PROJECT AND BUSINESS PROFITABILITY AND PREDICTABILITY

ATTACK THE GAS VALUE CHAIN

- Mid-stream processing nationwide
- Specialty vessels and terminals for NGLs (domestic and export)
- LNG storage tanks and terminals (with focus on small- to mid-size)

CONTINUE MID-STREAM CRUDE GROWTH

- Maintain dominant storage position, technology application
- Continue growth in full terminal EPC
- Take advantage of growing export facility market
- Improve our storage tank products business performance and market presence

INTERNATIONAL DEPLOYMENT

- Follow mid-stream and gas value chain clients to Caribbean, Latin America, and Mexico

EXPAND REFINING AND CHEMICAL/PETROCHEMICAL

- Continue to expand North American refining market share
- Move into chemical/petrochemical with full suite of services
- Secure more fixed-based maintenance contracts

FIX AND GROW ELECTRICAL INFRASTRUCTURE

- Coast-to-coast electrical delivery (substation, distribution, transmission)
- Gas-fired power generation (package work for power companies and EPC firms)
- Growth in renewables, batteries, and digital technologies define our role

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RECONCILIATION OF NON-GAAP MEASURES

	Amount of Charge	Income Tax Effect of Charge	Three Months Ended December 31, 2019 Net Income (Loss)	Three Months Ended December 31, 2019 Earnings (Loss) Per Diluted Share	Six Months Ended December 31, 2019 Net Income (Loss)	Six Months Ended December 31, 2019 Earnings (Loss) Per Diluted Share
Net loss and diluted loss per common share, as reported			$ (28,008)	$ (1.04)	$ (21,857)	$ (0.81)
Electrical Infrastructure segment goodwill impairment	$ 24,900	$ (4,889)	20,011	0.74	20,011	0.74
Industrial segment goodwill and other intangible asset impairment	$ 13,615	$ (2,803)	10,812	0.40	10,812	0.39
Valuation allowance placed on a deferred tax asset	$ 2,417	$ -	2,417	0.09	2,417	0.09
Adjusted net income and diluted earnings per common share			$ 5,232	$ 0.19	$ 11,383	$ 0.41
Weighted average common shares outstanding - diluted:						
As reported				26,925		26,930
Dilutive potential of previously anti-dilutive common shares				394		563
Adjusted weighted average common shares outstanding - diluted				27,319		27,493

FISCAL 2020 | SECOND QUARTER RESULTS *($ in thousands, except EPS)*

	2Q20		2Q19	
GAAP Based Measures				
Revenue	$ 318,677		$ 340,568	
Gross profit	30,001	9.4%	27,886	8.2%
SG&A	23,165	7.3%	22,359	6.6%
Operating income (loss)	(31,679)	-9.9%	5,527	1.6%
Net income (loss)	(28,008)	-8.8%	3,932	1.2%
Earnings (loss) per share	(1.04)		0.14	
Non GAAP Measures				
Adjusted net income	5,232			
Adjusted earnings per share	0.19			
Adjusted EBITDA	12,572	3.9%	10,362	3.0%

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SEGMENT RESULTS *($ in thousands)*

2Q20	Electrical Infrastructure	Oil Gas & Chemical	Storage Solutions	Industrial	TOTAL
Revenue	$ 30,030	$ 55,992	$ 142,769	$ 89,886	$ 318,677
Gross Profit	$ (2,880)	$ 4,197	$ 19,775	$ 8,909	$ 30,001
Gross Margin	-9.6%	7.5%	13.9%	9.9%	9.4%
Backlog	$ 55,429	$ 156,650	$ 603,604	$ 56,552	$ 872,235
Awards	$ 12,796	$ 44,449	$ 111,678	$ 28,359	$ 197,282
Project Cancellations	$ -	$ -	$ -	$ 88,310	$ 88,310
Book-to-bill	0.4	0.8	0.8	0.3	0.6

2Q19	Electrical Infrastructure	Oil Gas & Chemical	Storage Solutions	Industrial	TOTAL
Revenue	$ 58,173	$ 86,287	$ 125,723	$ 70,385	$ 340,568
Gross Profit	$ 3,562	$ 9,157	$ 11,147	$ 4,020	$ 27,886
Gross Margin	6.1%	10.6%	8.9%	5.7%	8.2%

FISCAL 2020 | YEAR-TO-DATE RESULTS *($ in thousands, except EPS)*

	FISCAL 20 YTD		FISCAL 19 YTD	
GAAP Based Measures				
Revenue	$ 656,774		$ 659,079	
Gross profit	62,466	9.5%	51,307	7.8%
SG&A	46,856	7.1%	43,560	6.6%
Operating income (loss)	(22,905)	-3.5%	7,747	1.2%
Net income (loss)	(21,857)	-3.3%	6,237	0.9%
Earnings (loss) per share	(0.81)		0.23	
Non GAAP Measures				
Adjusted net income	11,383			
Adjusted earnings per share	0.41			
Adjusted EBITDA	26,602	4.1%	17,953	2.7%

LIQUIDITY BRIDGE *($ in millions)*
2Q20

Liquidity of $276.5 million consists of cash of $110.5 million and availability under the credit facility of $166 million

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FY 2020 UPDATED GUIDANCE

Revenue Guidance	Adjusted Earnings Guidance
$1.2 - $1.3 billion	**$0.70 to $0.90 per fully diluted share**

- Excludes 2Q goodwill and intangible impairments, the valuation on certain deferred tax assets and restructuring charges expected to be incurred in the last half of fiscal 2020
- Continue strong result expected in Storage Solutions
- Increased volumes and continued strong execution expected in Oil Gas & Chemical
- Business improvement plan in Electrical Infrastructure
- Significantly lower volumes expected in Industrial
- Decreased capital spending plan will result in Capex at 1.5% or lower of annual revenue despite the decrease in our forecasted Revenue
- Expected tax rate for the last half of fiscal 2020 increased from 27% to 28%
- Expect to maintain strong financial position




Q & A

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EPS EARNINGS GUIDANCE RECONCILIATION

	Earnings Guidance	
	Low	High
Full year fiscal 2020 guidance for loss per diluted common share	$ (0.65)	$ (0.45)
Electrical Infrastructure segment goodwill impairment, net of tax	0.74	0.74
Industrial segment goodwill and other intangible asset impairment, net of tax	0.40	0.40
Valuation allowance placed on a deferred tax asset	0.09	0.09
Expected restructuring charges in the second half of fiscal 2020, net of tax	0.12	0.12
Adjusted full year fiscal 2020 guidance for earnings per diluted common share	$ 0.70	$ 0.90

ADJUSTED EBITDA *($ in thousands)*

	Three Months Ended		Six Months Ended	
	December 31, 2019	December 31, 2018	December 31, 2019	December 31, 2018
	(In thousands)			
Net income (loss)	$ (28,008)	$ 3,932	$ (21,857)	$ 6,237
Goodwill and other intangible asset impairment	38,515	—	38,515	—
Interest expense	444	361	833	653
Provision (benefit) for income taxes	(3,302)	1,486	(591)	1,937
Depreciation and amortization	4,923	4,583	9,702	9,126
Adjusted EBITDA	$ 12,572	$ 10,362	$ 26,602	$ 17,953