GREAT PLACE TO WORK® CERTIFIED SEP 2016 - SEP 2017 USA

MATRIX SERVICE COMPANY

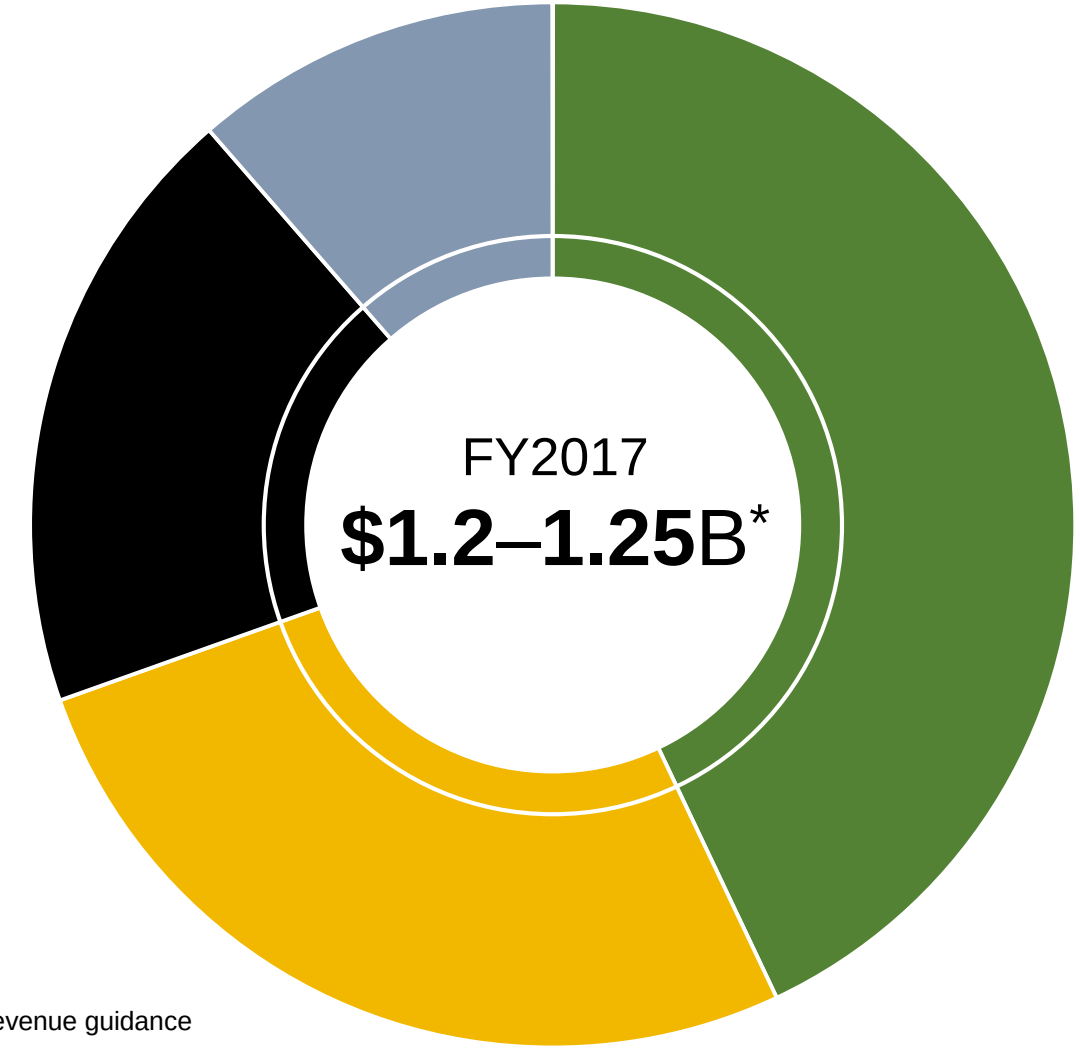
Move to a higher standard℠

Third Quarter | FY 2017

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.

A top-tier EPC contractor



*Revenue guidance

Matrix is a top-tier EPC contractor to the Energy, Power and Industrial markets

OUR REPORTING SEGMENTS

STORAGE SOLUTIONS

ELECTRICAL INFRASTRUCTURE

OIL GAS & CHEMICAL

INDUSTRIAL

Our culture and core values

Safety.	Integrity.	Positive Relationships.	Stewardship.	Community Involvement.	Deliver the Best.
Create a zero incident environment through leadership.	Do the right thing every time, ethically and honestly.	Be respectful, promote collaboration and build lasting relationships.	Safeguard all that is entrusted to us.	Make a difference in the communities where we live and work.	Strive for excellence in all we do.

Our client relationships are built on our core values, resulting in long-standing partnership relationships

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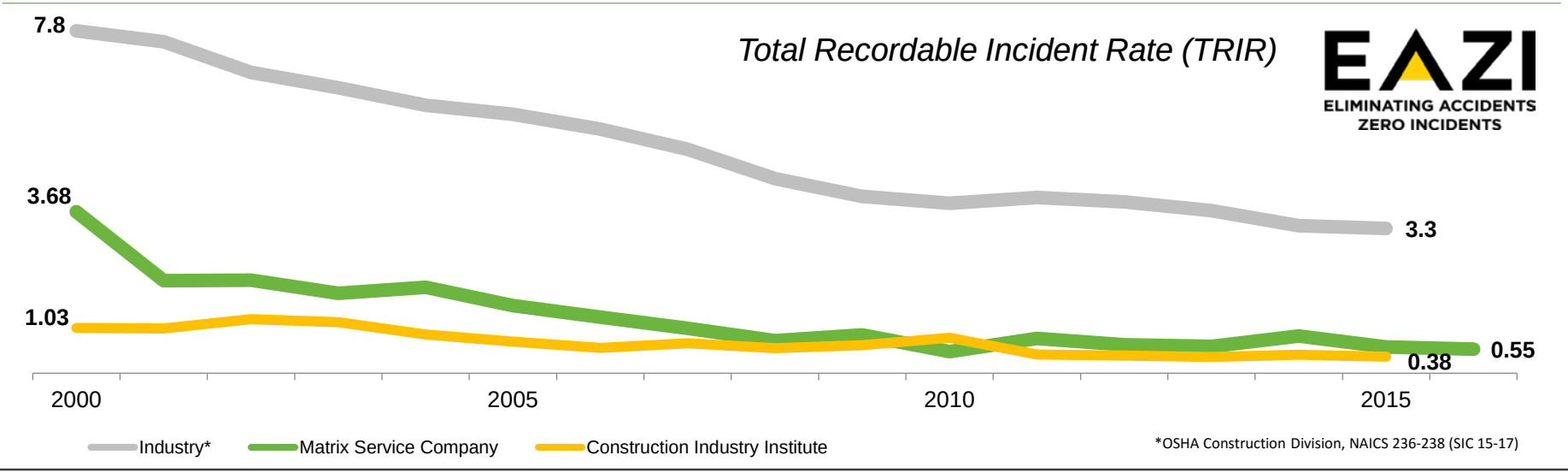
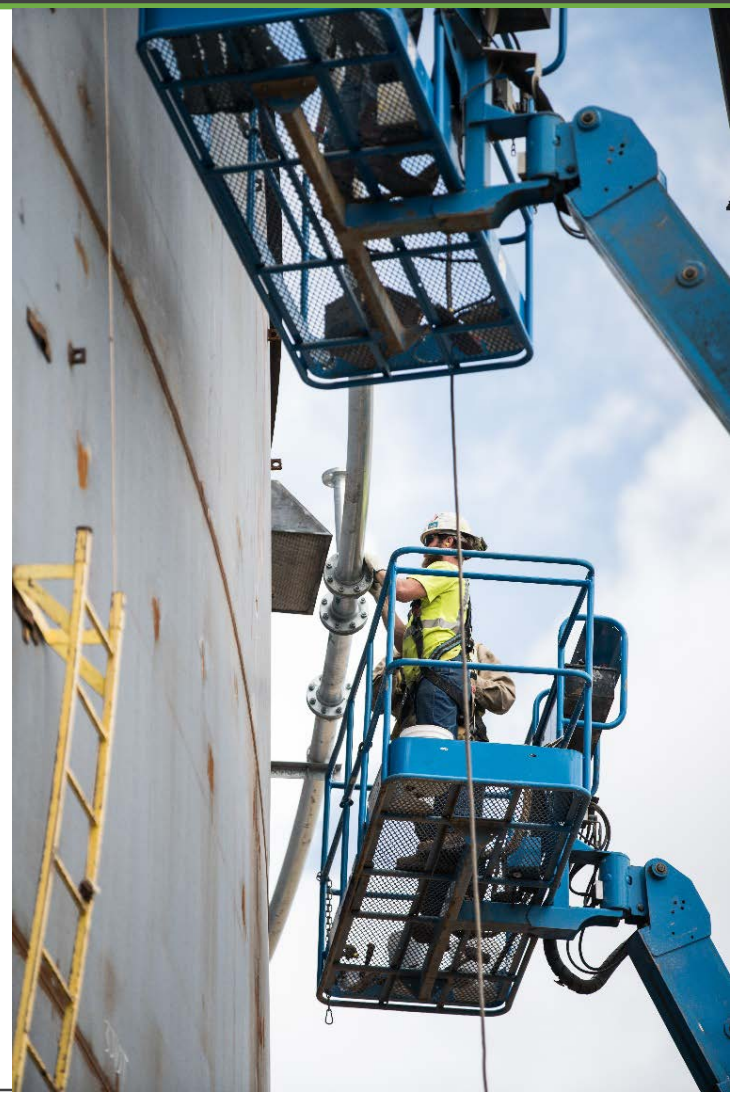
Safety is our number one core value

Our FY 2016 **Total Recordable Incident Rate (TRIR)**	**0.55**

- Our #1 Core Value is and always will be safety
- Our culture of safety drives our quality, performance and relationships
- We focus on TRIR because it is a complete measure of safety performance
- Our commitment to safety is aligned with client expectations
- Our goal is to achieve zero incidents, period





2016 Construction Industry Institute data not yet available.

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Market and financial update

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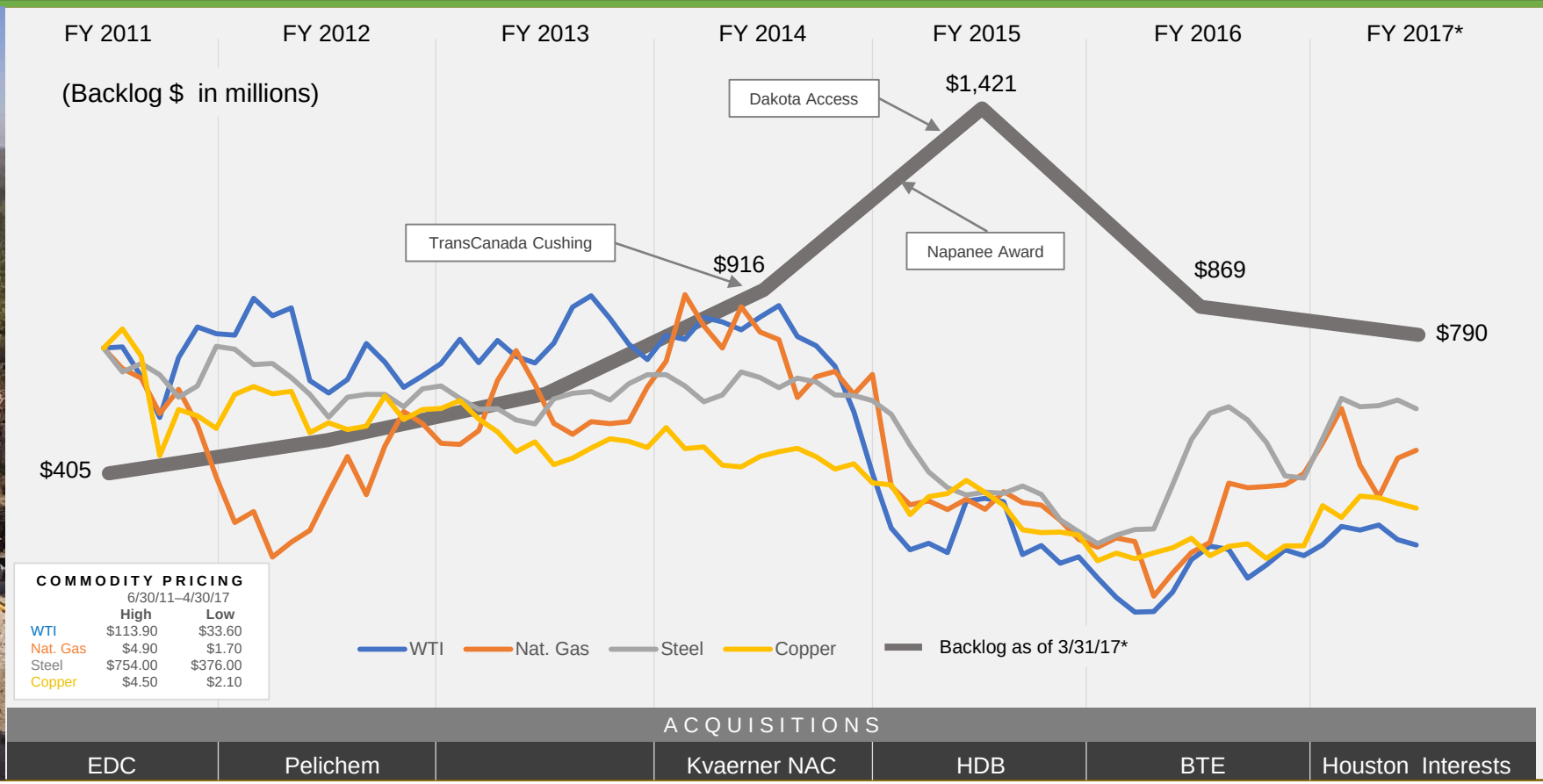
Commodity price index compared to backlog



COMMODITY PRICING

6/30/11–4/30/17

	High	Low
WTI	$113.90	$33.60
Nat. Gas	$4.90	$1.70
Steel	$754.00	$376.00
Copper	$4.50	$2.10

ACQUISITIONS

EDC	Pelichem		Kvaerner NAC	HDB	BTE	Houston Interests

As commodity prices declined, **our diversification as well as three large projects helped offset the impact of delays** in timing of project awards and starts.

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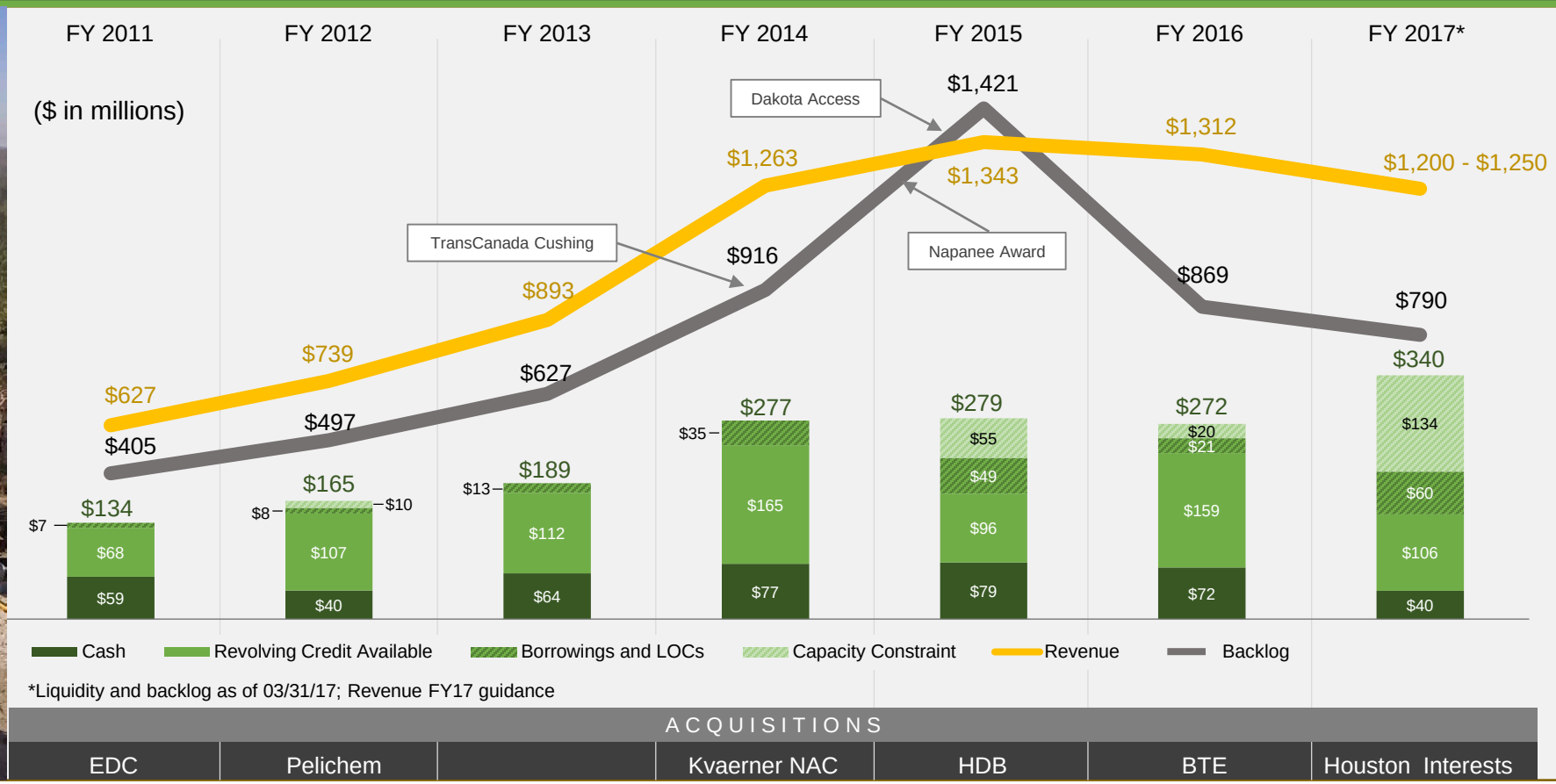
Conservative balance sheet management

CAPITAL ALLOCATION STRATEGY

- Working capital
- Capital expenditures
- Acquisitions
- Stock buyback



Our strong balance sheet **allows us to fund our business** while weathering **cyclical downturns and market uncertainty** like that seen in the last several quarters.

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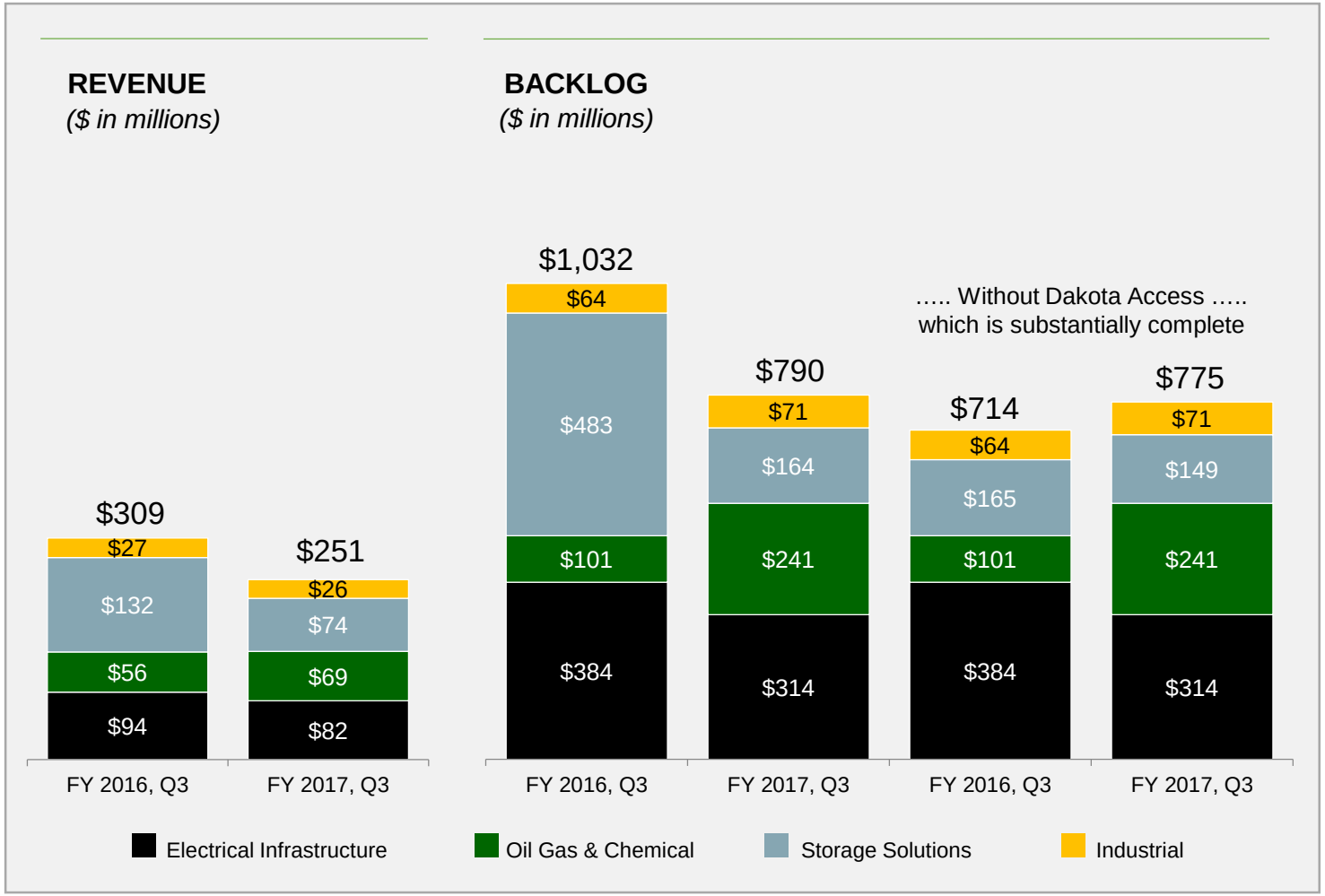
Financial results | Third quarter

Two key issues negatively impacted third quarter and full year results:

- The cumulative impact of continuing market softness, resulting in lower revenue volumes; and
- Profit reduction on a major project in our Electrical Infrastructure segment

However:

- Consolidated direct margins in the current quarter **met or exceeded targets** with the exception of the impact from the major project charge
- Book-to-bill improved from **0.73** to **0.91** in the current quarter compared to the same period a year ago



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Why Matrix is a good long-term investment

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Structured for long-term success

ENGINEERING-LED
CONTRACTING

SAFETY
CULTURE

LONG-STANDING
CUSTOMER RELATIONSHIPS

MATURING
SUPPLY CHAIN MANAGEMENT

STRONG
BALANCE SHEET

BEST-IN-CLASS
WORKFORCE

TECHNOLOGY
INTEGRATION

SCALE & COMPLEXITY
OF PROJECTS

ENGINEERED
PRODUCTS

PEOPLE
TRAINING & DEVELOPMENT

DIVERSIFICATION
OF SERVICES AND MARKETS

GEOGRAPHIC
EXPANSION

Organizational transformation to increase long-term shareholder value

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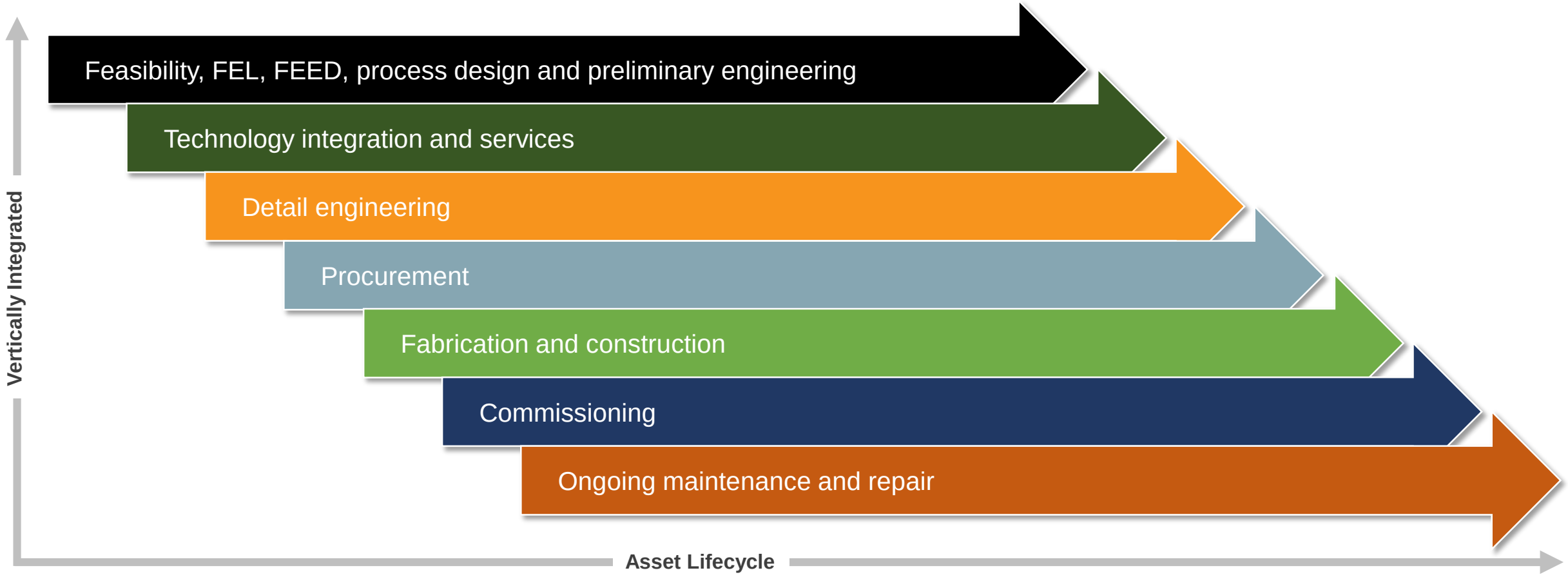
Concept to completion | Lifecycle solutions



Matrix now offers a **complete EPC solution** across all four operating segments.

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Our strategy in 60 seconds ...

- Achieve zero incident safety performance
- Improve execution and bottom line performance
- Continue to grow organically while accelerating growth through a series of strategic acquisitions
- Strengthen our diversified portfolio
- Elevate engineering to top-tier status
- Develop best-in-class people at all levels of the organization

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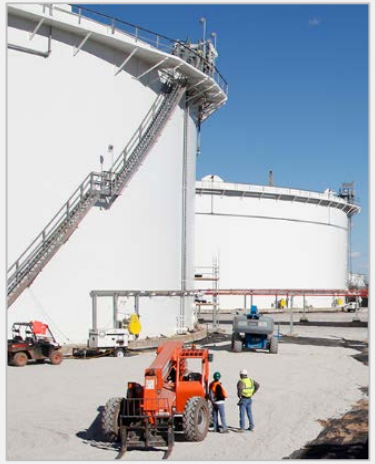
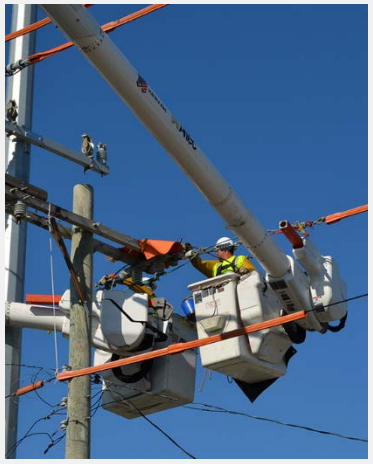
Macroeconomic and market outlook

- Balance of the decade is expected to have stronger global GDP growth
- Improved regulatory environment should speed projects to closure
- Aging infrastructure is creating uptick in new infrastructure
- North American transition to energy independence requires additional infrastructure

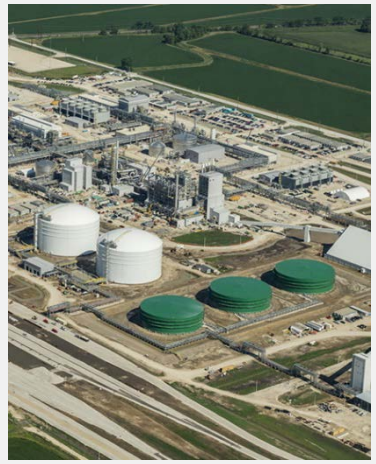
ENERGY




POWER

INDUSTRIAL

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Energy

ENERGY

- North American pipeline buildouts for crude oil and natural gas have created **demand for significant infrastructure** including storage terminals, pumping stations and gas processing facilities
- Growing global demand for LNG is creating **significant opportunity in both large- and small-scale LNG facilities**
- North America's conversion from primary energy importer to exporter has created **incremental need for export terminals**
- **Small cap, maintenance and repair work** inside refineries and petrochemical processing facilities is expected to trend up following prolonged deferral

Where you will find us

- Crude oil storage terminals
- Petrochemical facilities
- Refineries
- Refined products storage
- LNG import, export and bunkering facilities
- Peak shaving and LIN/LOX facilities
- Compressor stations
- LPG facilities
- Gas processing facilities
- Sulfur recovery, handling and processing facilities

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Power

POWER

- In power generation, demand for gas fired power generation creates substantial project opportunity for individual packages including **civil/structural, centerline erection, mechanical, piping, and electrical and instrumentation**
- In substation, transmission and distribution, immense projected infrastructure needs are being driven by **grid modernization and repairs**
- **Storm response** work provides additional incremental opportunity

Where you will find us

- Gas fired power generation facilities
- Coal fired power plants
- Substations
- Industrial power facilities
- Transmission and distribution facilities
- Nuclear power plants
- Storm response

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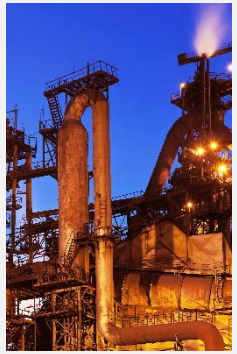
Industrial

INDUSTRIAL



- Global demand for grain, as well other materials such as fertilizer, sulfur and cement, bring substantial opportunity in **material handling, bulk material loading/ unloading, marine structures, and automation and controls**
- **Improving commodity pricing** and infrastructure needs will positively impact iron and steel and mining and minerals operations
- Uptick in **demand for thermal vacuum chambers** brings significant opportunity, given our leading position in their design and construction

Where you will find us

- Sulfur, cement, fertilizer, grain, food, ash, and coal facilities
- Iron and steel plants
- Mining and minerals operations
- Bulk material handling facilities
- Aerospace testing facilities / thermal vacuum chambers
- Other industrial

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Why Matrix is a good long-term investment

Our business

- Strong culture of living our core values
- Clear vision and strategy
- Strong balance sheet with low capital demand
- 85% blue chip customer base; 80% publicly traded; majority long-term customers
- Diversified portfolio of projects with mix of capital construction and recurring revenue
- EPC and EPCM model, along with existing global footprint in products, provides low-risk entry to international markets
- Foundationally built for long-term growth

Our markets

- Pure play for North American energy and industrial infrastructure
- Environmental regulations create opportunity
- Strong North American oil, gas and gas liquids position creates long-term opportunities across our operating segments
- Aging electrical infrastructure creates significant opportunity in power generation and power delivery
- Markets including sulfur, cement, grain, fertilizer, coal, and ash bring substantial incremental opportunity

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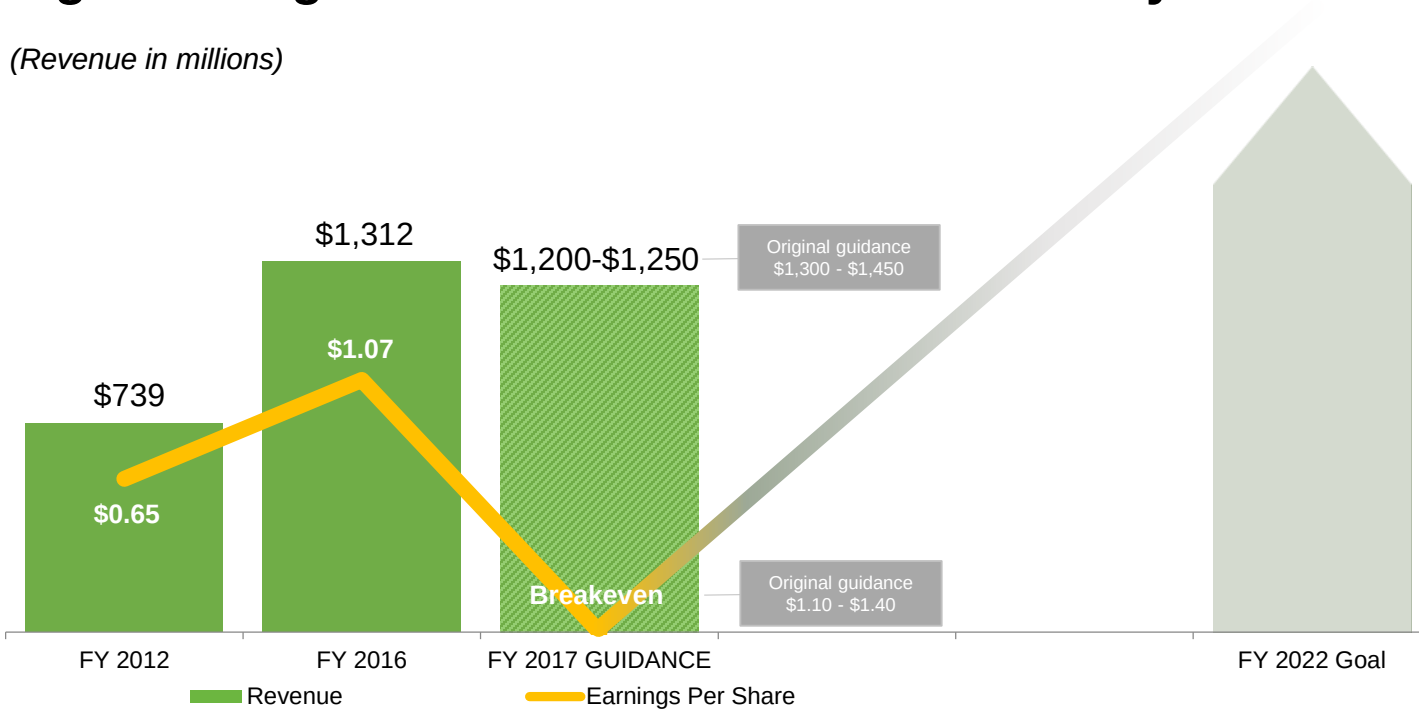
The opportunity

LONG TERM GOALS	
TRIR / Safety	0
Net working capital	< 4%*
EBITDA	≥ 7%*
ROIC	> 15%
Voluntary employee turnover (excluding Craft)	< 5%
Average annual training hours per employee	≥ 40
SG&A	< 5.5%*
CAPEX	< 1.5%*

*As a percentage of consolidated revenue

Our project pipeline and our strategic objectives provide for significant growth over the next three to five years

(Revenue in millions)



Our aggressive goals are designed to allow growth and realization of top tier metrics to maximize long-term shareholder value.

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Q&A

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Appendix

Project highlights

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Project highlight: Electrical substation

PECO
An Exelon Company

Matrix NAC installed all underground conduits, ground grid and trench, as well as three (3) 500 kV breakers and five (5) switches, and three (3) 230 kV breakers and six (6) switches at PECO's Center Point substation in Lansdale, PA. The team also:

- Installed the field steel supports, insulators, bus, CCVTs and LAs
- Set-up the pre-manufactured control house and its internal wiring
- Installed the power and control cable (86,500 LF and 2,640 terminations) and tertiary supports and bus

Project highlight: ULSG construction

Monroe Energy

Monroe Energy Tier 3 Ultra-Low Sulfur Gasoline (ULSG) unit in Trainer, PA.

- Currently providing mechanical, electrical and instrumentation construction services including deconstruction and reconstruction of an idle 60,000 barrels per day SCANfining™ unit currently at another facility.

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Project highlight: LNG cryogenic tank

EAGLE LNG PARTNERS

EPC of 1,000,000 gallon LNG cryogenic tank

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Project highlight: Sulfur melter

Full EPC of 1.2 million metric ton per year Sulfur Melter; 6,000 million ton silo, truck unloading, sulfur filters and integration into fertilizer facility for Mosaic

Project highlight: Gathering terminals

ENERGY TRANSFER

EPC of all six gathering terminals for the Dakota Access Pipeline, one of the largest pipeline systems in the Bakken

- The pipeline will connect the Bakken and Three Forks production areas in North Dakota to Patoka, Illinois
- Each terminal will have a working capacity ranging from 200,000 to 600,000 barrels

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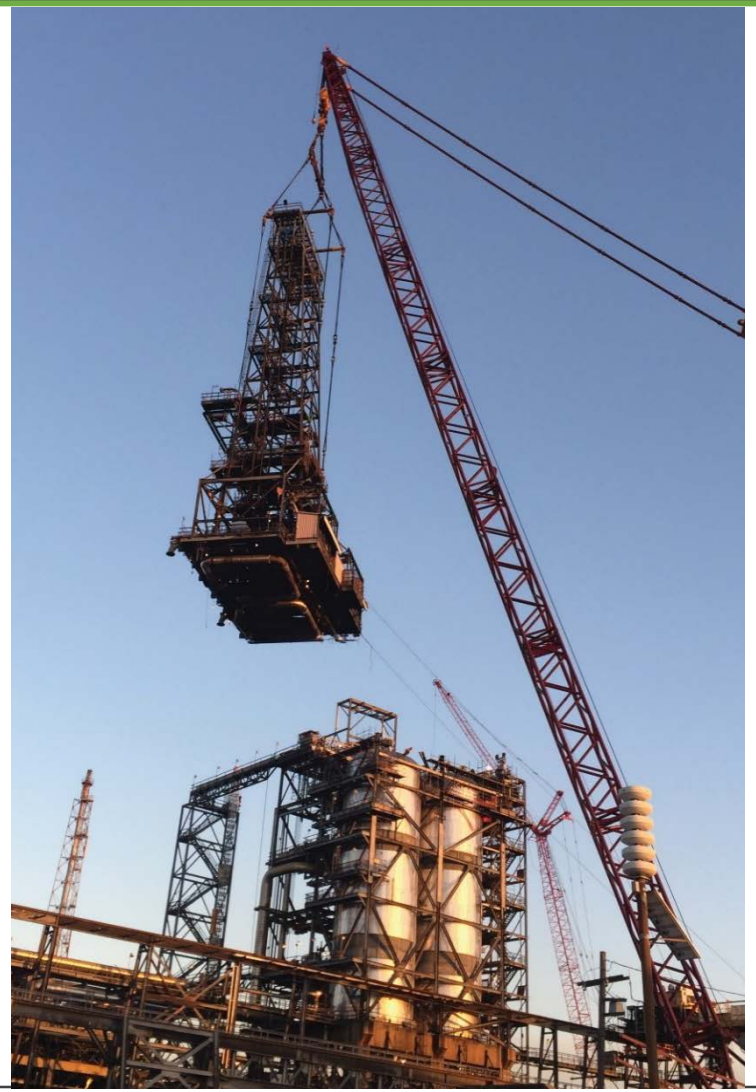
Project highlight: Coker turnaround

Shell Deer Park Refinery Maya II Coke Drum Replacement on a single derrick, two-drum structure

- Installation of two new Coke Drums, each 18” greater in diameter than the existing drums and each weighing 1.1 million pounds
- Replacement required infrastructure expansion before the replacement could occur, which in turn meant pre-turnaround work to relocate and replace existing beams and structural members, install breakout spools, cut and replace grading and floor plate

Ongoing work at other Shell locations across the country



Project highlight: Greenfield fertilizer facility

Greenfield fertilizer facility near Wever, Iowa

The first nitrogen fertilizer plant built in the U.S. in nearly 30 years

- Engineering, procurement, fabrication and construction of two Ammonia and three Urea Ammonium Nitrate storage tanks
- Installation of the refrigeration system including fill lines to all five tanks, associated pipe racks, the electrical substation and other ancillary items

Project highlight: Natural gas processing plant

Final design for engineering and construction of a 200 mmscfd natural gas processing plant

- Plant expansion involved integration of a Thomas Russell cryogenic plant, an amine liquid treater, thermal oxidizer, flare, compressors, control system expansion and programming at the Godley, TX facility.
- The new plant was integrated into the space between existing operating plants
- In addition to FEED services, additional phases of the project included providing the balance of plant (BOP) engineering, integration of the master P&IDs, project management, purchase of engineered equipment, development of a coordinated project schedule, and assistance on commissioning and start-up activities

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Project highlight: Handling facility and marine structures

The Sincor Coke and Sulfur Handling Facility in Jose, Venezuela, designed to handle 2.4 million tpy of petroleum coke and 380,000 tpy of either molten or prilled sulfur

- Project scope included EPCM (Engineer, Procure, Construction Management) services for the construction of this major coke and sulfur export facility

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Project highlight: Primary onsite mechanical contractor

22+ year relationship, serving as primary onsite contractor for BP Cherry Point Refinery

- Nearly 300 employees onsite daily providing maintenance and repair and capital construction services, with 900+ onsite during major turnarounds

Ongoing work at other BP sites across the country

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Project highlight: Crude oil tanks and terminals

ENBRIDGE

10+ year alliance providing engineering, fabrication, procurement and construction of critical infrastructure across the United States

- Construction to date of 29+ million barrels of storage across Illinois, Indiana, Michigan, North Dakota, Oklahoma, Wisconsin and Canada
- Balance of plant work across multiple facilities
- Ongoing maintenance and repair work

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Project highlight: Greenfield grain export facility

Conceptual development, preliminary engineering and cost estimates for the EGT 4.3 million bushel state-of-the-art greenfield grain export facility, the first built in the U.S. in over 25 years

BUNGE

- Facility layout, railroad coordination and rail loop track layout for multiple unit trains and silo engineering
- Worked closely with geotechnical consultants to prepare various silo foundation solutions to address the challenging seismic and liquefy-able soil conditions at the site
- Provided equipment vendor coordination and pricing, material quantity estimates and construction cost estimating
- At construction, worked with the EPC contractor to provide final engineering for various portions of the project and also consulted with the owner on final design and construction issues

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Project highlight: Refinery services

HOLLYFRONTIER

30+ year relationship providing safe, quality work at its refineries in Oklahoma, Kansas, New Mexico and Wyoming

- Complex and schedule-critical heavy turnarounds
- Ongoing turnaround, maintenance and repair services
- Industrial cleaning
- New construction
- Tank maintenance and repair
- New tank construction

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Project highlight: Crude oil tanks and terminals

TransCanada

Long-standing relationship across the U.S. and Canada

- Design and construction to date of more than 8.3 million barrels of storage
- Terminal balance of plant construction

Project highlight: Steel galvanizing line

ArcelorMittal
DOFASCO | HAMILTON

Mechanical and electrical installation for ArcelorMittal Dofasco's galvanized steel line, capable of producing 700,000 tons of steel per year

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Project highlight: Greenfield crude oil terminal

Project management, procurement technical support, construction management, site engineering, and pre-commissioning and commissioning services for the construction of the new 355,000 bbl terminal.

- Also provided complete facility automation with PLC and HMI programming for loading/ unloading controls, interlocks, monitoring, security, alarms and incorporation of a third party terminal inventory management system hardware and software
- Process control system design was based on a Rockwell Automation PlantPAx platform
- Process control logic development and fail-over configuration was on redundant PAC topology with separate, dedicated process and administrative network design with failure tolerant ring topology for critical systems
- Working with the client's Terminal Management System vendor, incorporated real time data exchange for critical storage tank information, tank truck operations, inbound tank truck security and process upset conditions
- Additional programming and monitoring of safety systems, security systems and fire protection systems were also configured
- Warranty follow-up, job-site management and quality control

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Project highlight: Compressor station

swn Midstream Company™

Station layout, piping design, civil design, instrumentation and electrical for multiple locations

Locations:

- Charley CPF 3 & 4
- Cove Creek CPF 2, 3, & 4
- Gravel Hill CPF 2 & 4
- Griffin Mtn CPF 2
- Midge CPF 2 & 5
- NE Charley CPF 1 & 2
- NW Charley CPF 1 & 2
- New Quitman CPF 1, 2, 3, & 4
- Phillips Mts CPF 1, 2 & 3
- Pike CPF 1
- South Brownie CPF 1 & 2
- South Rainbow CPF 4
- Steelhead CPF 1, 2 & 3
- Sturgeon CPF 3
- Tiger CPF 1 & 2
- W. Cutthroat CPF 2

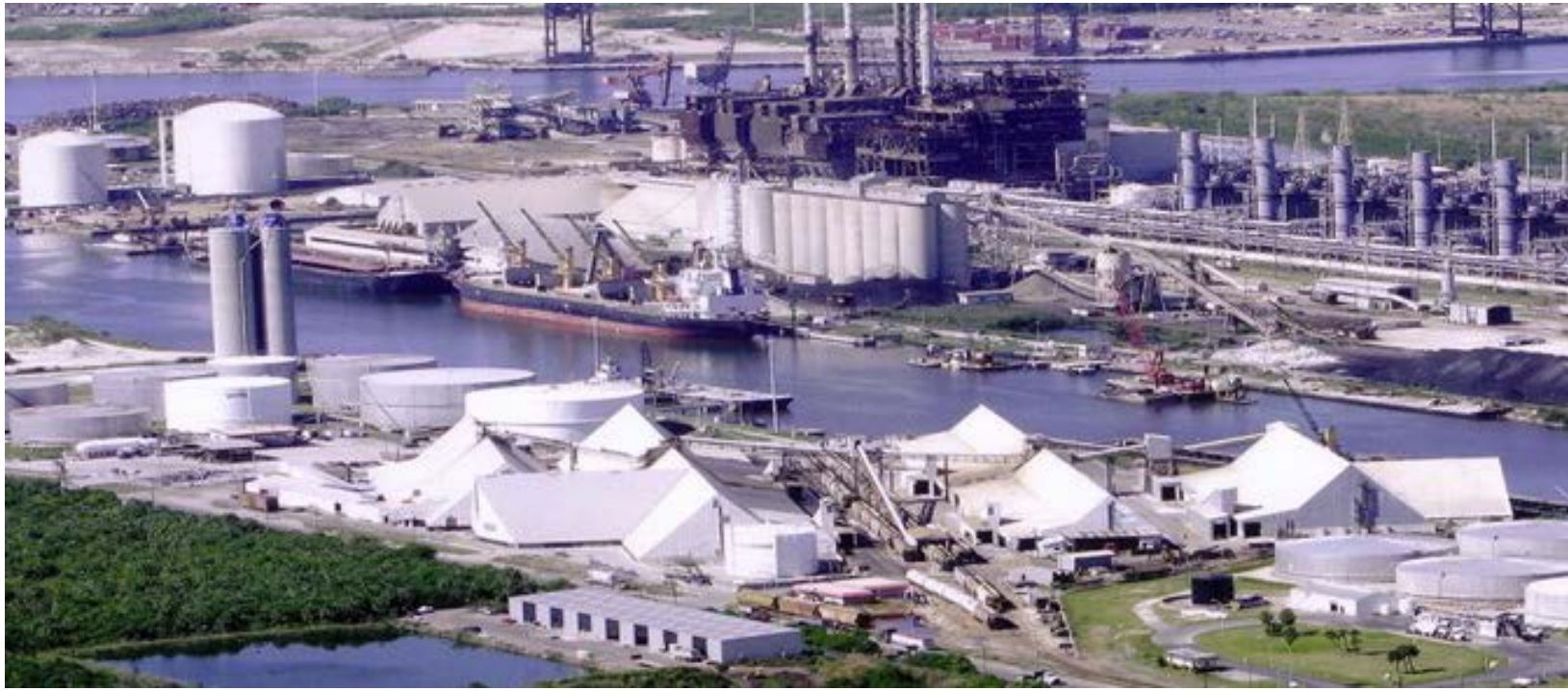
All stations include 4-12 compressors

Project highlight: Bulk storage, reclaim and loadout

KINDER MORGAN

Multidiscipline engineering design for the development of a new bulk storage building, reclaim system and truck loadout system equipped with new scales

- Bulk storage building was designed as a warehouse to meet site constraints, while maximizing storage capacity for multiple product divisions
- Building receives product from the existing ship and rail receiving systems
- Terminal will provide storage for urea, ammonia nitrate, ammonia sulfate, potash and diammonium phosphate (DAP)



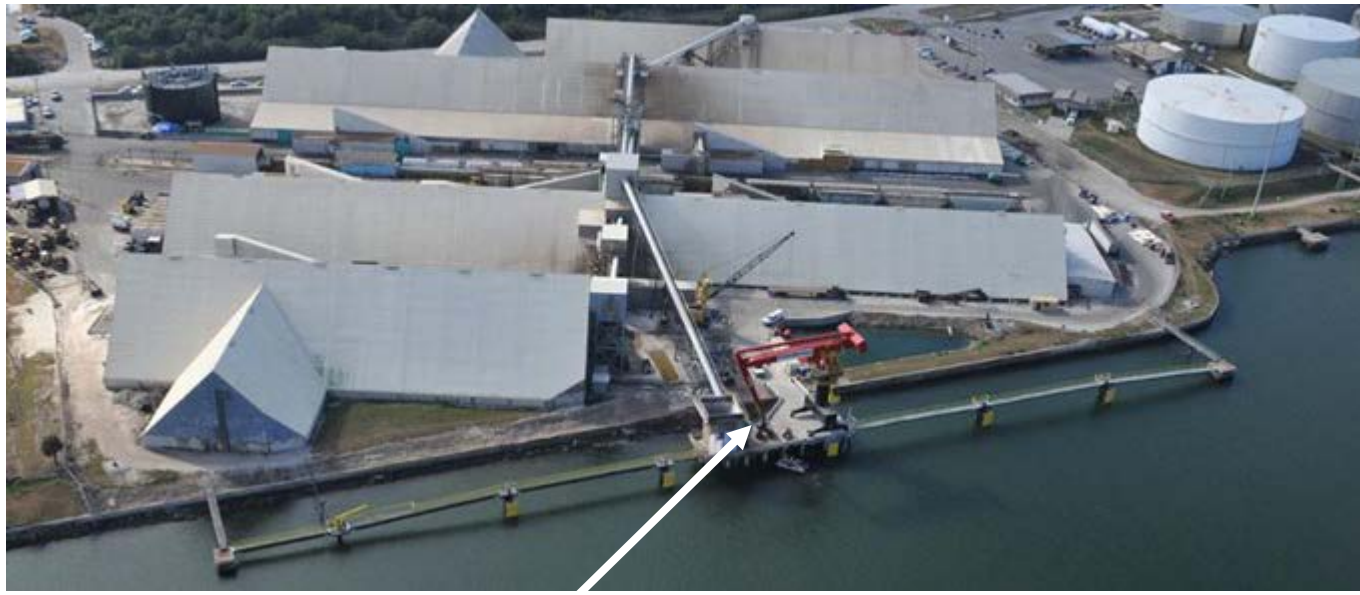
Port Sutton | Tampa FL

Project highlight: Marine structures

KINDER MORGAN

Preliminary and final engineering design services for new marine structures to replace a portion of the facility's existing dock structures and support for a new pedestal mounted E-Crane ship unloader

- Preliminary engineering: preparation of dock design basis, dock general arrangement drawings, limits and functions drawing to confirm ship unloading requirements were met, and pile fabrication drawings and specifications
- Additional services: engineering review of existing structures to be re-used, mooring analysis and preparing demolition drawings
- Final engineering: preparation of a master site plan, technical specifications for the dock construction package, calculations, and design of new additions, necessary modifications and cathodic protection systems
- Project was delivered within a 16 week project window and completed on time and under budget.



Port Sutton | Tampa FL

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Project highlight: Liquid handling and storage

Trammo®

Designed the expansion of the existing LPG storage facility for Sea-3 (a subsidiary of Trammo), the largest importer and distributor of liquefied propane in the Northeastern United States

- The project consisted of converting the facility into a truck and barge loading facility with outbound metering with inbound rates of 10,000 bbl/hour and outbound rates of 7,500 bbl/hour
- Services included multidiscipline engineering, piping, programming and equipment procurement

Project highlight: Vessel installation and tank modification

Multidiscipline design services to support the installation 36 new aboveground storage vessels with sufficient containment to ensure no leakage in the event of a tank rupture and with sufficient capacity to contain fire water/foam requirements.

- New 400,000 gallon firewater tank and components
- Complete foam system including building, tank, pump and zoned manifold distribution system
- New structural steel truck unloading rack assembly for 36 products including pipe rack, walkways and truck gangway access
- Permissive system with bar code for allowance of correct product to be transferred to respective tank
- Process and utility PFD and P&I development
- Unloading pumps and piping to new dedicated storage
- Transfer pumps and piping to reactor charging system manifold
- Piping design
- Foundation design and review
- Tank rupture containment

Solvent and Resin Storage

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