

FISCAL 2021 | SECOND QUARTER

December 31, 2020



**MATRIX SERVICE
COMPANY**

Move to a higher standardSM



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

BUSINESS DISCUSSION

ACCOMPLISHMENTS



- Overall cost reduction and organizational restructuring
- Positioned the Company to support accelerated drive by the energy and infrastructure markets to reduce carbon emissions
- Implemented new reporting segmentation and changed our GICS code from Energy/Equipment and Services to Industrial/Construction and Engineering, better reflecting our business and end markets
- Continue to maintain a strong balance sheet to support the needs of the business including working capital and letters of credit

Our focus and discipline has kept our balance sheet strong and supports the needs of the business as awards and revenue volumes improve

ENVIRONMENT, SOCIAL, AND GOVERNANCE

Advance work on important ESG initiatives, critical to:

- Attracting and retaining best-in-class people
- Supporting projects and business objectives of our clients and investors
- Identifying and acting on strategic opportunities
- Ensuring organizational resilience and long-term sustainable growth

First Sustainability Report will be published
in Fall 2021



OPERATING SEGMENTS

UTILITY & POWER INFRASTRUCTURE



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

PROCESS & INDUSTRIAL FACILITIES



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

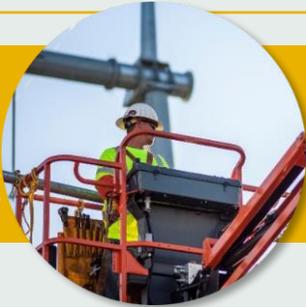
STORAGE & TERMINAL SOLUTIONS



- LNG storage and bunkering
- NGLs
- Specialty vessels
- Renewable energy
- Crude tanks and terminals
- Aftermarket storage products

SERVICES AND STRATEGIC FOCUS AREAS

UTILITY & POWER INFRASTRUCTURE



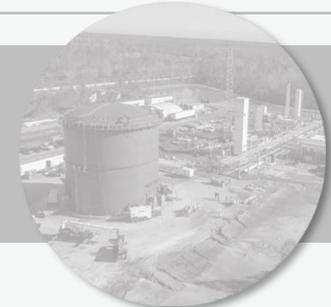
- LNG peak shaving facilities
- Projects addressing aging electrical infrastructure
- Electrical tie-ins for renewable power
- Load-following projects such as simple cycle units, reciprocating engines, green hydrogen, carbon capture, and combined heat and power

PROCESS & INDUSTRIAL FACILITIES



- Expanded services in the mid-stream natural gas space
- Mining and mineral projects driven by growing demand
- Chemicals and petrochemical services
- Thermal Vacuum Chambers design and construction
- Refinery turnarounds, maintenance, and repair
- Sulfur reduction, biofuels, and refinery conversion projects

STORAGE & TERMINAL SOLUTIONS



- Natural gas, LNG, ammonia, renewable energy, and NGL storage and terminal solutions driven by strong demand across North America, Central America, and the Caribbean
- Domestic crude oil storage opportunities continue to be delayed and limited

SERVICES AND STRATEGIC FOCUS AREAS

UTILITY & POWER INFRASTRUCTURE



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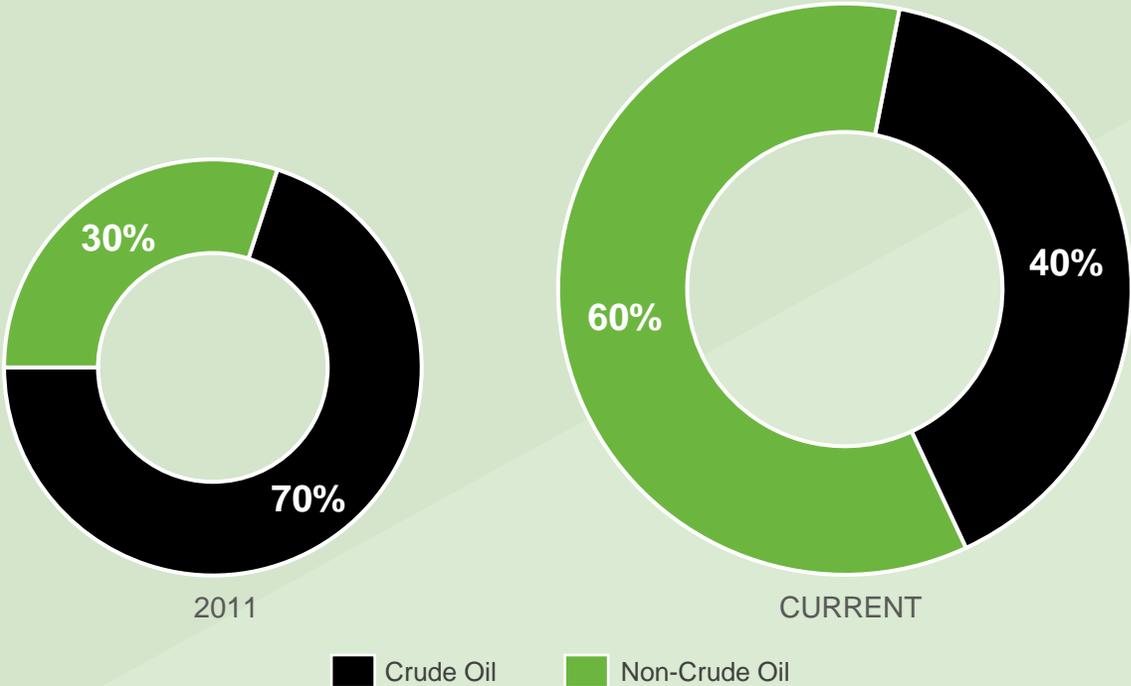
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STRATEGIC TRANSITION AND DIVERSIFICATION

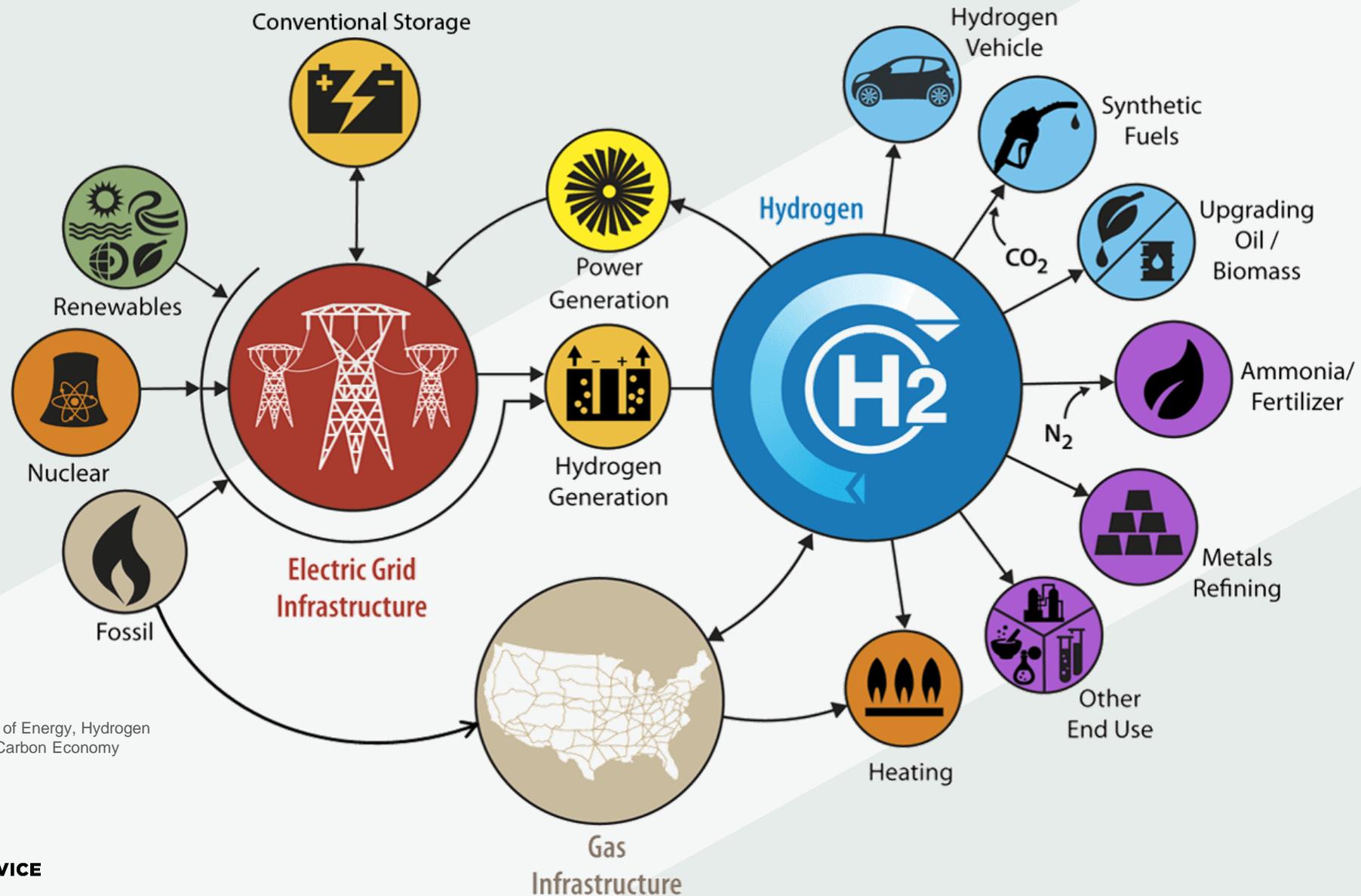
AVERAGE BUSINESS PORTFOLIO MIX



- Expand gas value chain services
- Develop presence in chemical/petrochemical
- Grow electrical infrastructure
- Renewable energy services
- Protect crude market service offering
- International deployment
- Strengthen engineering and process capabilities across all segments

Diversification allows for significant growth and provides protection against seasonal and other market cyclicity. Focus on low carbon energy, renewables, and electrical supports our clients' drive to reduce their carbon footprint.

THE ROLE OF HYDROGEN



SOURCE: U.S. Department of Energy, Hydrogen Strategy – Enabling a Low-Carbon Economy

MATRIX SERVICE COMPANY AND CHART TECHNOLOGIES OFFERING A COMPLETE SMALL-SCALE LH2 OFFERING

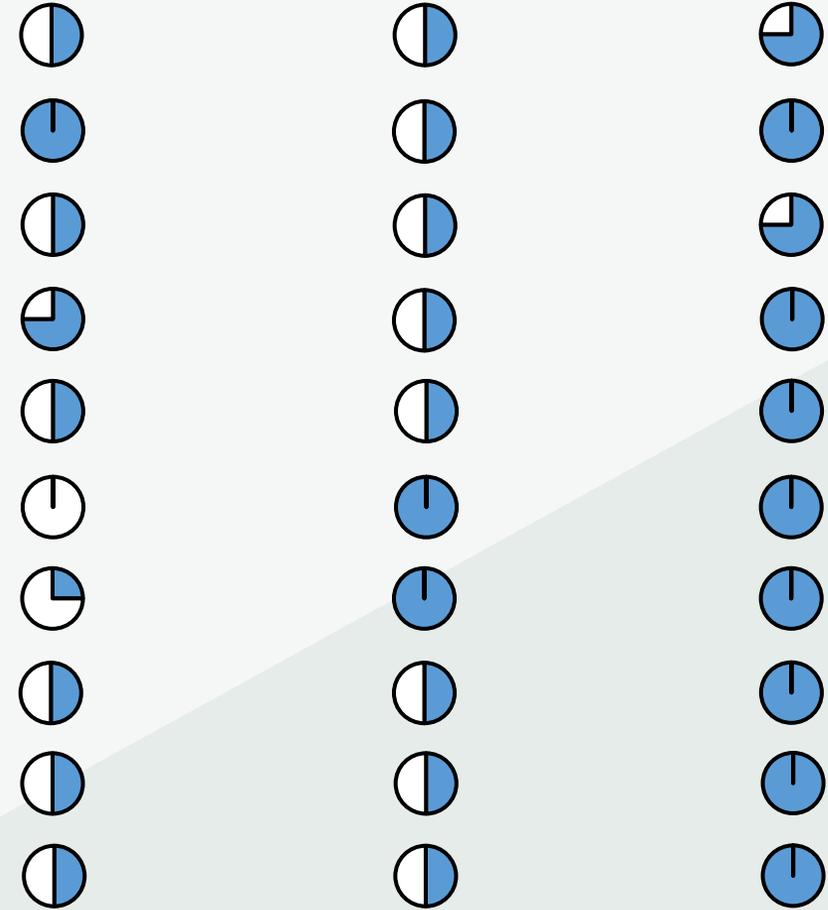
SUPPLY OF TECHNOLOGY, EQUIPMENT, AND CONSTRUCTION



**MATRIX SERVICE
COMPANY**

Combined

- H2 Production Technology*
- Liquefaction Process*
- Liquefaction Equipment
- Carbon Capture*
- Storage Vessels
- Site/Civil Engineering/BOP
- Controls/Electrical
- Load Out Systems
- Commissioning
- Aftermarket Services



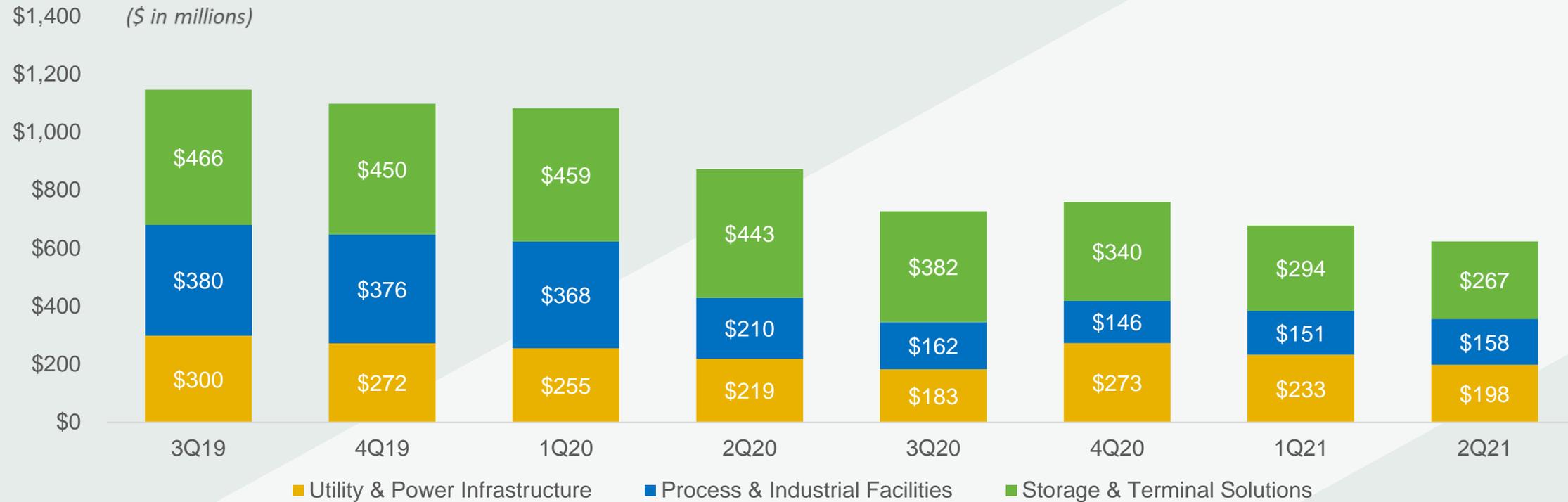
*Chart provides engineering, equipment and technology; Matrix provides engineering, fabrication, and associated installation & construction

ADJUSTED DILUTED EARNINGS PER SHARE

(\$ in thousands, except EPS)

	Three Months Ended		Six Months Ended	
	December 31 2020	December 31 2019	December 31 2020	December 31 2019
Net loss, as reported	\$ (4,591)	\$ (28,008)	\$ (7,628)	\$ (21,857)
Restructuring costs incurred	5,045	-	4,725	-
Goodwill and intangible asset impairments	-	38,515	-	38,515
Tax impact of adjustments and other net tax items	(1,299)	(5,275)	(1,217)	(5,275)
Adjusted net income (loss)	\$ (845)	\$ 5,232	\$ (4,120)	\$ 11,383
Loss per fully diluted share, as reported	\$ (0.17)	\$ (1.04)	\$ (0.29)	\$ (0.81)
Adjusted earnings (loss) per fully diluted share	\$ (0.03)	\$ 0.19	\$ (0.16)	\$ 0.41

BACKLOG



	Utility & Power Infrastructure	Process & Industrial Facilities	Storage & Terminal Solutions	Consolidated
Awards	\$38,090	\$108,896	\$67,561	\$214,547
Book-to-Bill	0.3	1.1	0.5	0.6

Significant project award opportunities remain across our segments, timing is uncertain.
Expect key awards over the next few months.

FISCAL 2021 | SECOND QUARTER RESULTS

(\$ in thousands, except EPS)

	Three Months Ended				
	12/31/2020		12/31/2019		
Revenue	\$	167,468		\$	318,677
Gross profit		15,313	9.1 %		30,001 9.4 %
SG&A		16,724	10.0 %		23,165 7.3 %
Restructuring and impairments		5,045	3.0 %		38,515 12.1 %
Operating loss		(6,456)	(3.9)%		(31,679) (9.9)%
Adjusted operating income (loss)(1)		(1,411)	(0.8)%		6,836 2.1 %
Net loss		(4,591)	(2.7)%		(28,008) (8.8)%
Loss per share		(0.17)			(1.04)
Adjusted earnings (loss) per share (1)		(0.03)			0.19
Adjusted EBITDA (1)		4,248	2.5 %		12,572 3.9 %

(1) Represent Non-GAAP financial measures. A reconciliation to the most comparable GAAP measure is included as an appendix to this earnings call slide deck.

Strong project execution and significant cost reductions have been achieved. Increasing revenue in the back half of the year will result in improved overhead absorption and higher gross margins.

2Q FY2021 SEGMENT RESULTS

(\$ in thousands)

2Q FY2021	Utility & Power Infrastructure	Process & Industrial Facilities	Storage & Terminal Solutions	Corporate	TOTAL
Revenue	\$ 52,023	\$ 51,262	\$ 64,183		\$ 167,468
Gross profit	\$ 5,597	\$ 7,864	\$ 1,852		\$ 15,313
Gross margin	10.8%	15.3%	2.9%		9.1%
Restructuring	\$ 812	\$ 3,364	\$ 641	\$ 228	\$ 5,045
Operating income (loss)	\$ 2,209	\$ 1,113	\$ (2,708)	\$ (7,070)	\$ (6,456)
Adjusted operating income (loss)(1)	\$ 3,021	\$ 4,477	\$ (2,067)	\$ (6,842)	\$ (1,411)
Backlog	\$ 198,212	\$ 157,428	\$ 267,133		\$ 622,773
Awards	\$ 16,772	\$ 58,100	\$ 36,942		\$ 111,814
Book-to-bill ratio	0.3	1.1	0.6		0.7

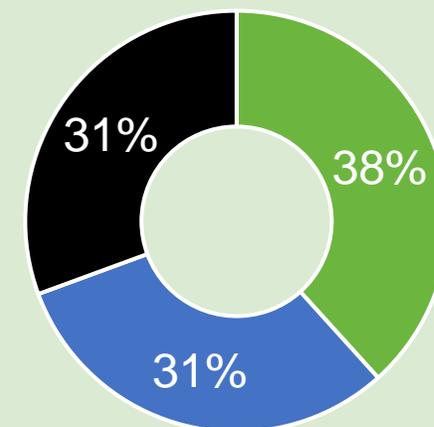
2Q FY2020	Utility & Power Infrastructure	Process & Industrial Facilities	Storage & Terminal Solutions	Corporate	TOTAL
Revenue	\$ 49,155	\$ 142,883	\$ 126,639		\$ 318,677
Gross profit (loss)	\$ (1,226)	\$ 13,838	\$ 18,026	\$ (637)	\$ 30,001
Gross margin	(2.5%)	9.7%	14.2%		9.4%
Impairments	\$ 24,900	\$ 13,615			\$ 38,515
Operating income	\$ (28,904)	\$ (7,162)	\$ 11,235	\$ (6,848)	\$ (31,679)
Adjusted operating income (loss)(1)	\$ (4,004)	\$ 6,453	\$ 11,235	\$ (6,848)	\$ 6,836
Backlog	\$ 219,255	\$ 209,722	\$ 443,258		\$ 872,235
Awards	\$ 13,506	\$ 72,734	\$ 111,042		\$ 197,282
Book-to-bill ratio	0.3	0.5	0.9		0.6

(1) Represents a Non-GAAP financial measure. A reconciliation to the most comparable GAAP measure is included as an appendix to this earnings call slide deck.

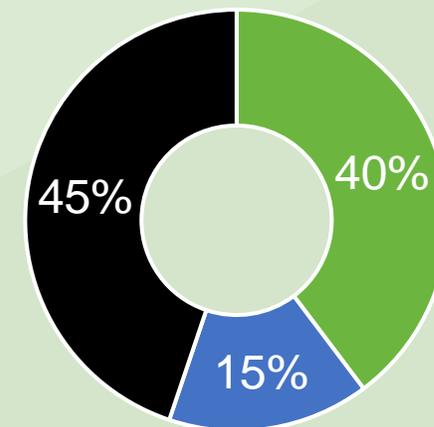


REVENUE

2Q FY2021



2Q FY2020



FY2021 | YTD RESULTS

(\$ in thousands, except EPS)

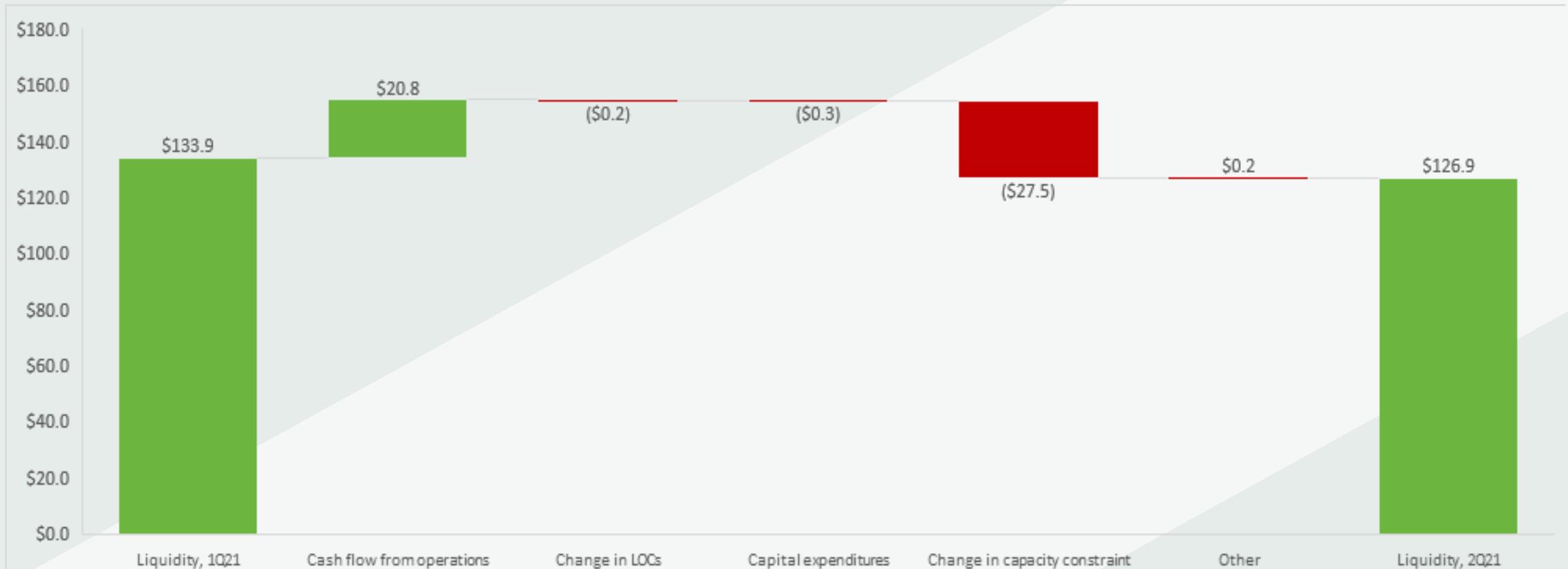
	Six Months Ended				
	12/31/2020		12/31/2019		
Revenue	\$	350,239		\$	656,774
Gross profit		29,663	8.5 %		62,466 9.5 %
SG&A		34,852	10.0 %		46,856 7.1 %
Restructuring and impairments		4,725	3.0 %		38,515 5.9 %
Operating loss		(9,914)	(2.8)%		(22,905) (3.5)%
Adjusted operating income (loss)(1)		(5,189)	(1.5)%		15,610 2.4 %
Net loss		(7,628)	(2.2)%		(21,857) (3.3)%
Loss per share		(0.29)			(0.81)
Adjusted earnings (loss) per share(1)		(0.16)			0.41
Adjusted EBITDA(1)		6,175	1.8 %		26,602 4.1 %

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Strong project execution and significant cost reductions have been achieved. Increasing revenue in the back half of the year will result in improved overhead absorption and higher gross margins.

LIQUIDITY BRIDGE | 2Q FY2021

(\$ in millions)



Cash flow from operations was \$20.8 million in the quarter enabling us to repay all debt and increase cash by \$11.3 million to \$93.5 million.



Q&A

APPENDIX

YTD FY2021 SEGMENT RESULTS

(\$ in thousands)

YTD FY2021	Utility & Power Infrastructure	Process & Industrial Facilities	Storage & Terminal Solutions	Corporate	TOTAL
Revenue	\$ 112,694	\$ 97,193	\$ 140,352		\$ 350,239
Gross profit	\$ 12,510	\$ 11,523	\$ 5,630		\$ 29,663
Gross margin	11.1%	11.9%	4.0%		8.5%
Restructuring	\$ 823	\$ 2,864	\$ 654	\$ 384	\$ 4,725
Operating income (loss)	\$ 6,889	\$ 1,222	\$ (4,086)	\$ (13,939)	\$ (9,914)
Adjusted operating income (loss)(1)	\$ 7,712	\$ 4,086	\$ (3,432)	\$ (13,555)	\$ (5,189)
Backlog	\$ 198,212	\$ 157,428	\$ 267,133		\$ 622,773
Awards	\$ 38,090	\$ 108,896	\$ 67,561		\$ 214,547
Book-to-bill ratio	0.3	1.1	0.5		0.6

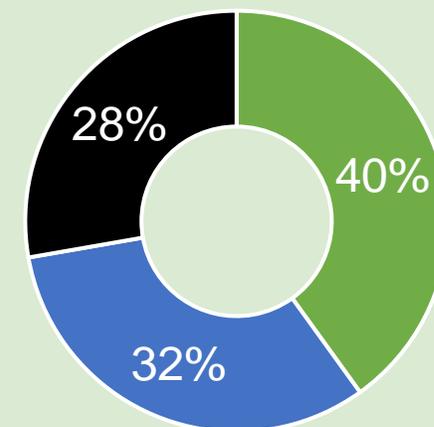
YTD FY2020	Utility & Power Infrastructure	Process & Industrial Facilities	Storage & Terminal Solutions	Corporate	TOTAL
Revenue	\$ 96,882	\$ 297,760	\$ 262,132		\$ 656,774
Gross profit	\$ (1,394)	\$ 27,428	\$ 37,768	\$ (1,336)	\$ 62,466
Gross margin	(1.4%)	9.2%	14.4%		9.5%
Impairments	\$ 24,900	\$ 13,615			\$ 38,515
Operating income (loss)	\$ (31,704)	\$ (510)	\$ 23,991	\$ (14,682)	\$ (22,905)
Adjusted operating income (loss)(1)	\$ (6,804)	\$ 13,105	\$ 23,991	\$ (14,682)	\$ 15,610
Backlog	\$ 219,255	\$ 209,722	\$ 443,258		\$ 872,235
Awards	\$ 44,297	\$ 219,553	\$ 255,120		\$ 518,970
Book-to-bill ratio	0.5	0.7	1.0		0.8

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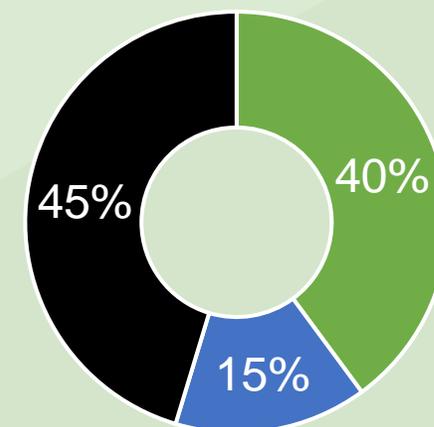


REVENUE

YTD FY2021



YTD FY2020



ADJUSTED EBITDA

(\$ in thousands)

	Three Months Ended		Six Months Ended	
	December 31, 2020	December 31, 2019	December 31, 2020	December 31, 2019
Net loss	\$ (4,591)	\$ (28,008)	\$ (7,628)	\$ (21,857)
Goodwill and other intangible asset impairment	-	38,515	-	38,515
Restructuring costs	5,045	-	4,725	-
Interest expense	358	444	733	833
Benefit from income taxes	(1,212)	(3,302)	(942)	(591)
Depreciation and amortization	4,648	4,923	9,287	9,702
Adjusted EBITDA	\$ 4,248	\$ 12,572	\$ 6,175	\$ 26,602

ADJUSTED OPERATING INCOME – YTD

(\$ in thousands)

FY2021 YTD	Utility & Power Infrastructure	Process & Industrial Facilities	Storage & Terminal Solutions	Corporate	TOTAL
Operating income (loss)	\$ 6,889	\$ 1,222	\$ (4,086)	\$ (13,939)	\$ (9,914)
Add: Restructuring costs	823	2,864	654	384	4,725
Adjusted operating income (loss)	\$ 7,712	\$ 4,086	\$ (3,432)	\$ (13,555)	\$ (5,189)

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Operating income (loss)	\$ (31,704)	\$ (510)	\$ 23,991	\$ (14,682)	\$ (22,905)
Add: Impairments	24,900	13,615			38,515
Adjusted operating income (loss)	\$ (6,804)	\$ 13,105	\$ 23,991	\$ (14,682)	\$ 15,610

ADJUSTED OPERATING INCOME – SECOND QUARTER

(\$ in thousands)

2Q FY2021	Utility & Power Infrastructure	Process & Industrial Facilities	Storage & Terminal Solutions	Corporate	TOTAL
Operating income (loss)	\$ 2,209	\$ 1,113	\$ (2,708)	\$ (7,070)	\$ (6,456)
Add: Restructuring costs	812	3,364	641	228	5,045
Adjusted operating income (loss)	\$ 3,021	\$ 4,477	\$ (2,067)	\$ (6,842)	\$ (1,411)

2Q FY2020	Utility & Power Infrastructure	Process & Industrial Facilities	Storage & Terminal Solutions	Corporate	TOTAL
Operating income (loss)	\$ (28,904)	\$ (7,162)	\$ 11,235	\$ (6,848)	\$ (31,679)
Add: Impairments	24,900	13,615			38,515
Adjusted operating income (loss)	\$ (4,004)	\$ 6,453	\$ 11,235	\$ (6,848)	\$ 6,836