



Investor Presentation

Fiscal 2019, Fourth Quarter



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.



TOP TIER NORTH AMERICAN EPC CONTRACTOR



Through our subsidiaries, Matrix provides engineering, fabrication, procurement, construction, construction management, maintenance and repair services across the Energy and Industrial markets

OUR REPORTING SEGMENTS

ELECTRICAL
INFRASTRUCTURE



OIL, GAS & CHEMICAL



STORAGE SOLUTIONS

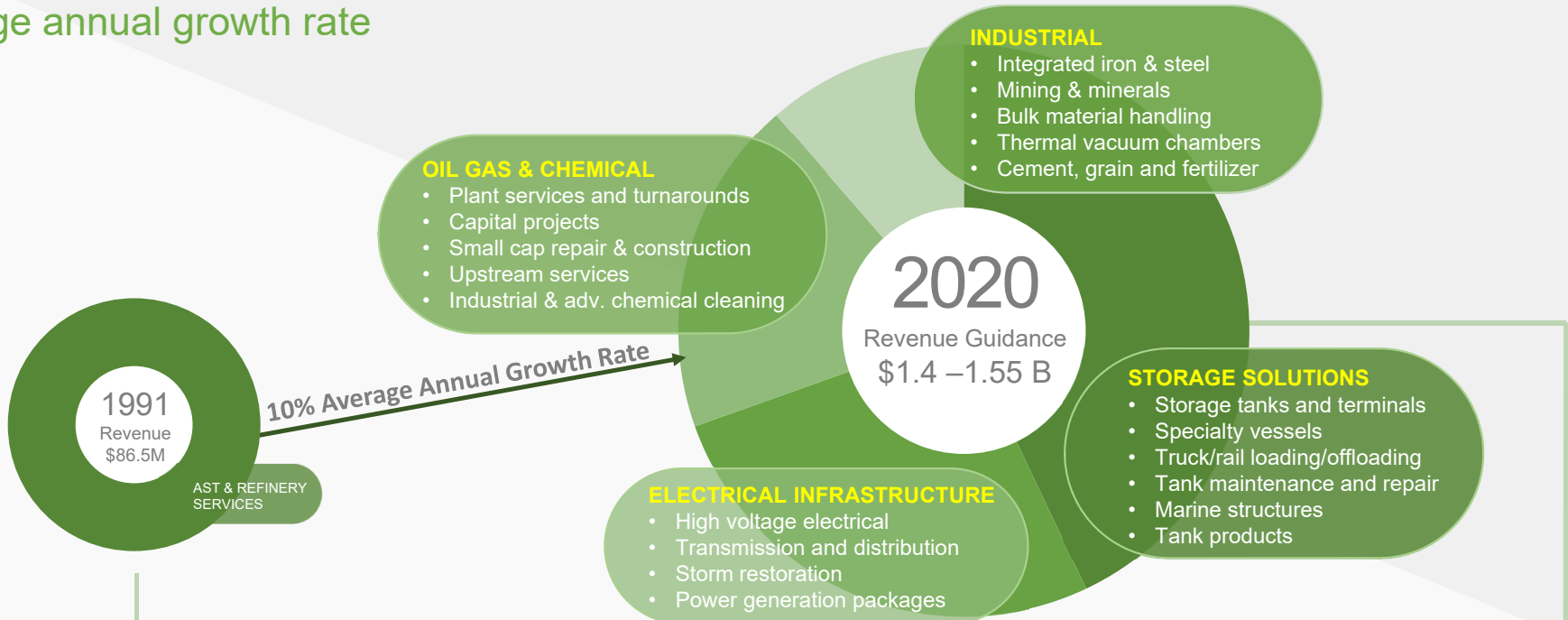


INDUSTRIAL

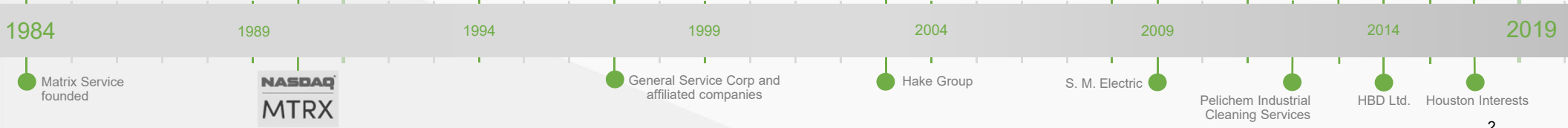


DIVERSIFIED BUSINESS MODEL

10% average annual growth rate



Midwest Industrial (1990);
San Luis Piping & West Coast
Industrial (1991);
Colt Construction & Duncan
Electric Company (1992);
Heath Engineering (1993);
Georgia Steel Fabricators &
Brown Steel (1994)



FY 2019 YEAR END HIGHLIGHTS

REVENUE

\$1.4B

up 30% over the prior year

BACKLOG

\$1.1B

on project awards of \$1.3B

EPS

\$1.01

improved earnings performance

LIQUIDITY

\$242M

up 76% in the fiscal year

- Revenue increased 30% organically over fiscal 2018
 - Storage Solutions revenue increased \$207 million or 66%
 - Industrial revenue increased \$159 million or 80%
- Gross Margins increased to 9.3% vs. 8.4% in fiscal 2018
 - Storage Solutions gross margins increased to 10.7% versus 8.2%
 - Oil Gas & Chemical produced 11.3% versus 10.4%
- Liquidity increased 76% or \$105 million to \$242 million our highest level in 5 years
- Book-to-bill of .9 on awards \$1.3 billion for the year
 - Storage Solutions' book-to-bill was 1.1
 - Industrial book-to-bill was 1.0

OUR PERSPECTIVE ON THE GLOBAL ECONOMY



Global and Domestic Outlook

- U.S. and China tariff war continues to weigh on global trade and economic growth (Planned October 1st tariff hikes have been delayed for 2 weeks potentially opening the door for additional progress in averting the tariff increases)
- Global economy forecasted to slow moderately over the next several quarters (global growth is forecast at 3.2 percent in 2019, picking up to 3.5 percent in 2020)
- Growth in emerging markets may strain under weight of inflation and a rising U.S. dollar
- Trade disputes can impact segment markets exposed to tariffs
- Labor markets tighten while wages and productivity show only modest signs of a comeback

- Global and U.S. growth slows, trade disputes are a risk, but will get resolved
- Corporate tax savings available for capital investments
- Federal Reserve will not be able to raise rates much, if at all
- Slower growth, possibility of a recession but low inflation
- Consumer confidence to remain high
- Low unemployment and rising wages, tight labor market
- Presidential election cycle creates uncertainty
- Global energy demand growth continues, but at a slower rate

Despite global economic uncertainty and trade disputes, our clients and markets support continued strength and growth across our segments



OUR VISION

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



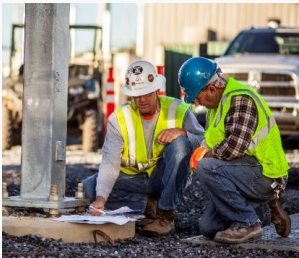
OUR CULTURE AND CORE VALUES

Our people, living our values, are the foundation for our success, which 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



Twice recognized as one of only 100 based on independent review of more than 2,500 publicly-traded non-financial American companies with market caps of \$250 million



Consistently certified as a Great Place to Work®



WHERE WE ARE HEADED

“The Big Picture”

SAFETY

- Achieve a zero TRIR safety performance

PEOPLE AND COMMUNICATION

- Known for great leadership and employees
- Always a Great Place to Work®
- Innovative, confident in our abilities, and opportunistic

CLIENTS AND GROWTH

- Maintain our premier storage brand
- Full terminal contractor
- Full services across the entire gas value chain
- Extend refinery expertise to petrochemical market
- Extend our reach in natural gas processing
- Nationwide expansion of our power delivery services
- Continued diversification of services
- International added to our business

EXECUTION EXCELLENCE

- Top line revenue of \$2+ billion
- Achieve overall financial company metrics



STORAGE SOLUTIONS

Market Drivers:

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

OIL, GAS & CHEMICAL

Market Drivers:

- Ongoing need for refinery maintenance, turnaround, capital projects, and plant services
- Massive investment in the petrochemical industry
- Need for processing facilities to support North America's abundant natural gas

FOCUS

Clear vision and strategy
Proven leadership team
Best-in-class people
Solid culture and core values

EXECUTION

Safety is critical
Demonstrated, consistent performance
Diversified revenue streams
Capital management

DEMAND

Strong, sustainable diverse markets
Diversified expertise
Positive GDP

MOMENTUM

Growing backlog and revenue
Higher EPS and EBITDA
Growing free cash flow
Strong balance sheet

CREATING SUSTAINABLE SHAREHOLDER VALUE



INDUSTRIAL

Market Drivers:

- Continued investment by North America's integrated iron and steel companies in advanced high-strength steel and other next-generation processes
- Improving commodity pricing in copper and other non-ferrous metals, as well as gold and other rare earth minerals

ELECTRICAL INFRASTRUCTURE

Market Drivers:

- North America's aging infrastructure
- Need for more reliable, efficient, secure, and interconnected distribution infrastructure
- Demand for environmentally compliant power generation fueled by natural gas

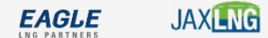


Storage Solutions

- Draw on our full EPC and terminal capabilities to accelerate growth
- Take advantage of our leading position in LNG
- Capitalize on structural changes in EPC competitive dynamic
- Develop and implement market strategy for international expansion

CLIENTS AND GROWTH

Leverage our premier storage brand



The U.S. is a player on the global stage and Matrix is right in the middle of it





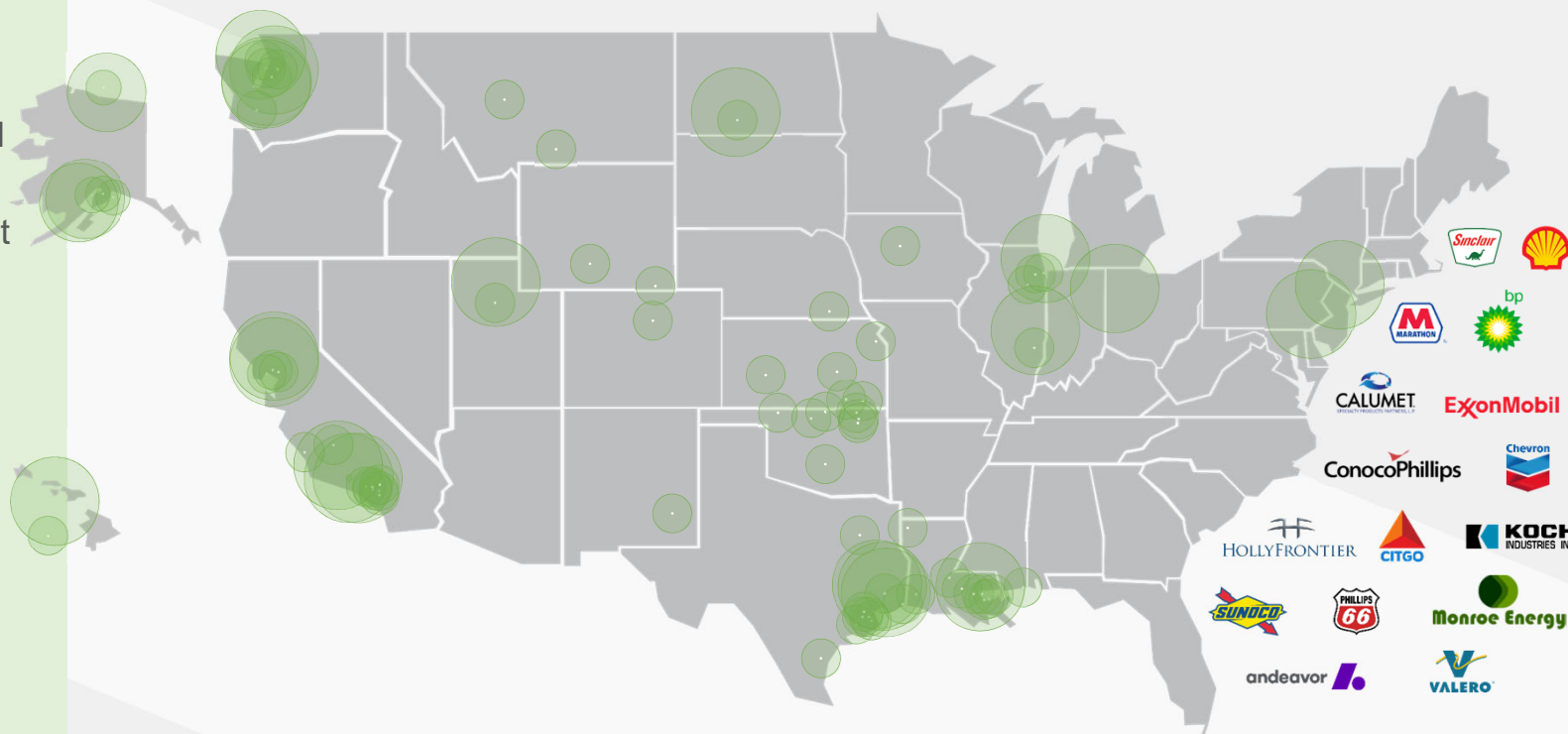
Oil, Gas & Chemical

CLIENTS AND GROWTH

35 years of proven refinery expertise

Diversified services

- On-site refinery repair and maintenance
- Storage fleet management
- Mechanical turnarounds
- Heavy turnarounds
- Capital construction
- Advanced chemical and industrial cleaning
- Emergency response and repair



Nationwide leadership position serving the majority of refineries across North America





Oil, Gas & Chemical

CLIENTS AND GROWTH

Extend expertise to **petrochemical market**

- Abundant resources and the low cost of feedstock has driven petrochemical reshoring and plant expansions across North America
- By 2022, U.S. capital spending by the chemical industry is expected to reach \$48 billion, nearly 2.5 times the level of spending at the start of a prolonged cycle that began in 2010*
- Matrix will leverage its proven execution approach in downstream construction, maintenance and repair, to grow market share



*American Chemical Council (2018)



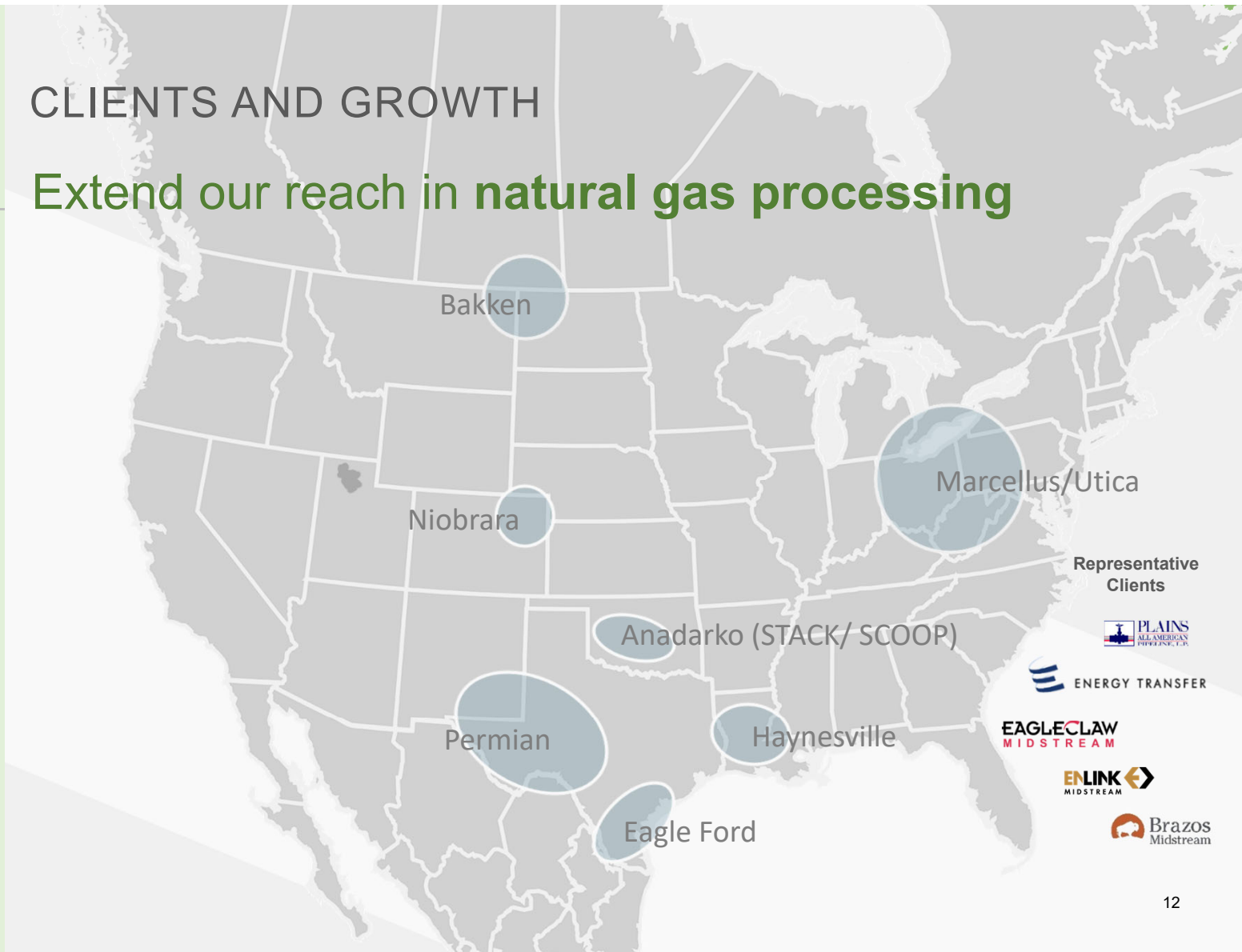


Oil, Gas & Chemical

CLIENTS AND GROWTH

Extend our reach in **natural gas processing**

- Abundant resources and global demand for more environmentally compliant energy continue to drive need for infrastructure including approximately \$4.5 billion in natural gas processing facilities between 2020 and 2022
- We will continue to leverage our expertise – which includes engineering and project management execution of nearly 3-billion cubic feet of installed cryogenic plant to grow market share in this critical part of the energy value chain



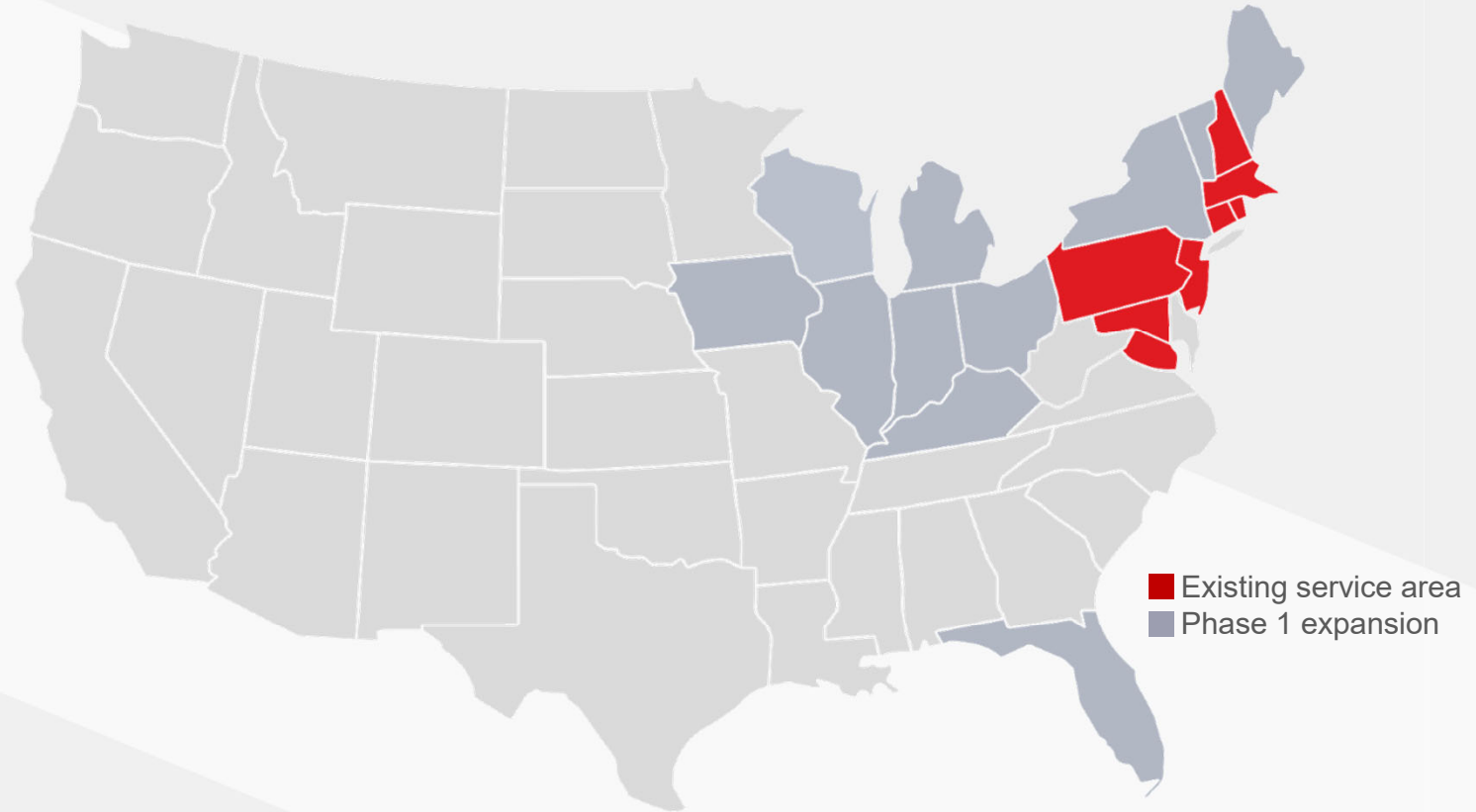


Electrical Infrastructure

CLIENTS AND GROWTH

Dominant brand position in the northeast

- Leverage our leading brand position to grow organically and extend our geographic footprint beyond NE corridor
- Focus on strategic acquisitions to extend geographic reach with focus on Transmission & Distribution as well as traditional Substation & Plant Services business
- Increase storm response work



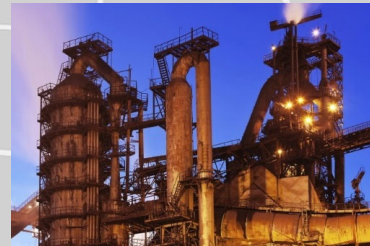


Industrial

CLIENTS AND GROWTH

Maintain leading position in industrial markets

- Continue to provide industry-leading service to our integrated iron and steel customers
- Maintain strong relationships with our mining and minerals customers to ensure we are well positioned to meet their needs as commodity prices improve



 **FREPORT-McMoRAN**

RioTinto

LEHIGH
HEIDELBERGCEMENT Group

 **STELCO**

 **USS**

 **ArcelorMittal**

 **MATRIX SERVICE COMPANY**

Financial update

FISCAL 2019 | FOURTH QUARTER RESULTS *(\$ in Millions, except EPS)*

	3Q18	4Q18	1Q19	2Q19	3Q19	4Q19
Revenue	\$ 246	\$ 293	\$ 319	\$341	\$359	\$399
Electrical	58	53	45	58	61	54
Oil Gas & Chemical	69	80	75	86	83	76
Storage Solutions	77	96	113	126	134	149
Industrial	42	64	86	71	81	120
Gross Profit	\$ 14.9	\$ 21.5	\$ 23.4	\$27.9	\$36.9	\$43.7
Gross Margin	6.1%	7.3%	7.4%	8.2%	10.3%	11.0%
SG&A	\$ 20.8	\$ 20.6	\$ 21.2	\$22.4	\$24.1	\$26.3
EPS	\$(0.19)	\$ (0.55)	\$ 0.08	\$0.14	\$0.33	\$0.47
Adjusted EPS	N/A	\$ 0.03	N/A	N/A	N/A	N/A

- Revenue was a quarterly record high of \$399 million compared to \$293 in the prior fiscal year, a 36% increase
 - Storage Solutions increased \$53 million or 55% to \$149 million
 - Industrial almost doubled from \$64 million to \$120 million
- Consolidated gross margin improved to 11% compared to 7.3% in the fourth quarter 2018
 - Storage Solutions and Oil Gas and Chemical produced their highest gross margins of the year of 13.9%
 - Industrial also produced its highest gross margins of the year of 8.5%
- Consolidated gross profit of \$43.7 million compared to \$21.5 million in the prior year

Operating performance continues to strengthen quarter over quarter

FISCAL 2019 | FULL YEAR RESULTS *(\$ in Millions, except EPS)*

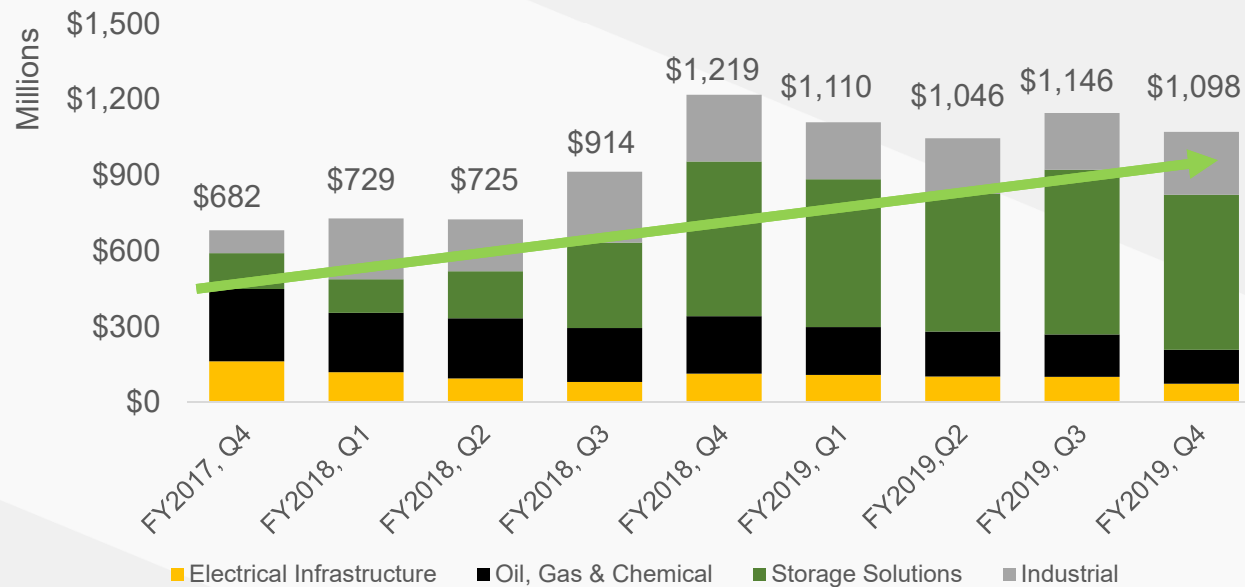
	Fiscal 2018	Fiscal 2019
Revenue	\$ 1,092	\$ 1,417
Electrical	256	217
Oil Gas & Chemical	323	320
Storage Solutions	315	522
Industrial	198	358
Gross Profit	\$ 91.9	\$ 132.0
Gross Margin	8.4%	9.3%
SG&A	\$ 84.4	\$ 94.0
SG&A % of Revenue	7.7%	6.6%
Operating Income (Loss)	\$ (10.5)*	\$ 37.9
Net Income (Loss)	\$ (11.5)*	\$ 28.0
EPS	\$ (0.43)*	\$ 1.01
Adjusted EPS	\$ 0.15**	\$ N/A

- 30% revenue growth to \$1.4 billion
- Significant gross margin improvement
- Increased SG&A leverage
- Produced \$1.01 in EPS

* Impacted by impairment charges of \$18.0 million

** Adjusted EPS excludes impairment charges

FISCAL 2019 | BACKLOG AT JUNE 30, 2019

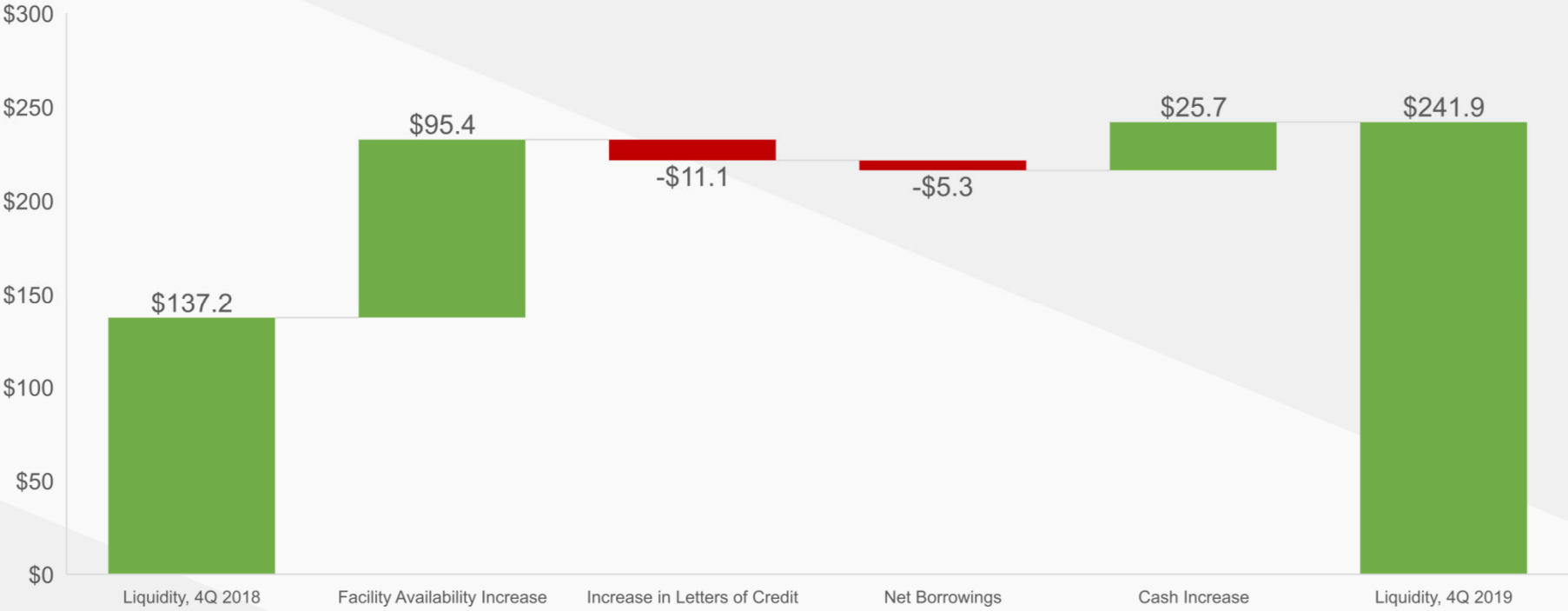


- Book-to-bill of .9 on awards \$1.3 billion for the year
 - Storage Solutions' book-to-bill was 1.1
 - Industrial book-to-bill was 1.0
- Backlog as of June 30, 2019 of \$1.1 billion

Long-term backlog trend demonstrates strength and growth

LIQUIDITY BRIDGE (\$ in Millions)

Fiscal 2019



Improved operating performance has improved liquidity by \$105 million.

FY 2020 GUIDANCE

Revenue Guidance	Earnings Guidance
\$1.4 - \$1.55 billion	\$1.10 to \$1.40 per fully diluted share

- Positive operating environment with some uncertainty in the macro environment
- We expect our revenue and earnings to improve as the year progresses
 - Q1 FY2020 revenue to be similar to the Q1 FY2019, with improved margins
 - First half of the year may be impacted by the timing of capital project awards and starts
- Strong backlog and robust project funnel
- Assumes tax rate of 27%
- Strong balance sheet and liquidity
- Capex of 1.5 – 2.0% of revenue



WHY MTRX IS A SOUND LONG-TERM INVESTMENT



KEY PERFORMANCE TARGETS	
TRIR / Safety	0
2022 Revenue goal	\$2+ Billion
Net working capital	< 6%*
EBITDA	> 6.5%*
ROIC	> 12%
Construction overhead recovery	Full Recovery
SG&A	< 5.5%*
CAPEX	< 1.5%*
Voluntary employee turnover (excluding Craft)	< 5%
Average annual training hours per employee	> 40

*As a percentage of consolidated revenue



Appendix

Fiscal 2018 – GAAP reconciliation

RECONCILIATION OF GAAP TO NON-GAAP FINANCIAL MEASURES (unaudited)

(\$ in Thousands, except EPS)

	Fourth Quarter 2018		Full Year 2018	
	As reported	Adjusted	As reported	Adjusted
Revenues	\$293,087	\$293,087	\$1,091,553	\$1,091,553
Operating income (loss)	(17,112)	886	(10,479)	7,519
Pretax income (loss)	(17,318)	680	(12,148)	5,850
Net income (loss)	(14,682)	812	(11,480)	4,014
Earnings (loss) per share – diluted	(0.55)	0.03	(0.43)	0.15

Adjusted amounts exclude the impact of impairment charges of \$18.0 million.



Project samples

STORAGE SOLUTIONS



MODA
midstream

Turnkey EPFC project

- 12 IFR API 650 Crude Tanks
- Full BOP construction
- Marine loading upgrades to accommodate VLCC vessels



ELECTRICAL INFRASTRUCTURE



Matrix NAC installed all substation 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. 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



OIL GAS & CHEMICAL



Deconstruction / reconstruction of Tier 3 Ultra-Low Sulfur Gasoline (ULSG) unit

Selective engineering and design work

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



STORAGE SOLUTIONS



Grupo Desarrollo Infraestructura



Liquid Fuels Marine Terminal,
Veracruz, Mexico

Engineering, procurement,
fabrication and tank construction
management

12 tank terminal being built by
Infraestructura Energetica Nova S A
B de C. V. (Ienova) at the Port of
Veracruz



STORAGE SOLUTIONS



EPC of 1,000,000 gallon
LNG cryogenic tank at small-
scale LNG terminal



ELECTRICAL INFRASTRUCTURE



- Greenfield 500/230kV Substation
- 500kV yard structures, equipment and bus including four (4) 500kV breakers and associated switches
- 138/69kV yard structures, equipment, and bus
- New control house, relays and yard cable
- All below grade grounding, conduit and Trenwa
- Site lighting



STORAGE SOLUTIONS



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

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



INDUSTRIAL

Construction of a new continuous galvanizing line (CGL) to support increased demand for advanced high-strength steels.



OIL GAS & CHEMICAL



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

- Installed two new Coke Drums, each 18" greater in diameter than the existing drums and each weighing 1.1 million pounds
- Required substantial infrastructure expansion before the replacement could occur

Ongoing work at other Shell locations across the country



ELECTRICAL INFRASTRUCTURE



In the wake of Hurricane Irma which left millions of homes and businesses without power, Matrix NAC teams deployed 30 bucket and line trucks and 60+ employees to assist customers including Florida Power & Light, TECO and Georgia Power



OIL GAS & CHEMICAL



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 included balance of plant 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



OIL GAS & CHEMICAL



30+ year relationship, serving as primary onsite contractor for BP Cherry Point Refinery including engineering, construction, maintenance and repair work

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



STORAGE SOLUTIONS



SOUTHWEST GAS

Engineering, procurement and construction for the Southern Arizona Reliability Project LNG storage and vaporization facility, which includes a 2.8 million gallon single containment LNG storage tank, as well as a 65,000 MCF/day vaporization unit



OIL GAS & CHEMICAL



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



STORAGE SOLUTIONS



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



INDUSTRIAL



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



OIL GAS & CHEMICAL



Compressor station layout, piping design, civil design, instrumentation and electrical for multiple 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



INDUSTRIAL



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

Port Sutton | Tampa FL

- 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 provides storage for urea, ammonia nitrate, ammonia sulfate, potash and diammonium phosphate (DAP)



OIL GAS & CHEMICAL



EPC of liquid propane unloading system from the railroad cars to the existing truck loading station or through dehydration and refrigeration to the existing refrigerated storage tank.

- Railcar unloading rack (14) cars with track space for (14) additional cars storage
- Gas compressors for unloading railcars to bullet tanks
- (2) 90,000 gallon bullet tanks with piled foundations
- (2) 500 GPM pumps to feed the existing truck loading station with 1,000 GPM dedicated to truck loading and 360 GPM available to the Dehydration & Refrigeration Systems then to the Refrigerated Storage Tank



STORAGE SOLUTIONS



- Engineering, drafting, procurement, fabrication and construction of a sphere and 9 tanks, foundation
- Design and erection for foundations
 - Nine (9) tanks 1.7 million bbls total capacity:
 - (60' dia. -196' dia.) x 50' Ht
 - One 41,000 bbl (76' diameter) Sphere
- Also included construction of catwalks, pipe bridges and platforms

