LBFoster

Q4 2020 Earnings Presentation

March 2, 2021

Bob Bauer – President and Chief Executive Officer
Jim Kempton – Controller and Principal Accounting Officer

SAFE HARBOR DISCLAIMER

Safe Harbor Statement

This presentation may contain “forward-looking” statements within the meaning of Section 21E of the Securities Exchange Act of 1934, as amended, and Section 27A of the Securities Act of 1933, as amended. Forward-looking statements provide management's current expectations of future events based on certain assumptions and include any statement that does not directly relate to any historical or current fact. Sentences containing words such as “believe,” “intend,” “plan,” “may,” “expect,” “should,” “could,” “anticipate,” “estimate,” “predict,” “project,” or their negatives, or other similar expressions of a future or forward-looking nature generally should be considered forward-looking statements. Forward-looking statements in this earnings release are based on management's current expectations and assumptions about future events that involve inherent risks and uncertainties and may concern, among other things, the Company’s expectations relating to our strategy, goals, projections, and plans regarding our financial position, liquidity, capital resources, and results of operations and decisions regarding our strategic growth initiatives, market position, and product development. While the Company considers these expectations and assumptions to be reasonable, they are inherently subject to significant business, economic, competitive, regulatory, and other risks and uncertainties, most of which are difficult to predict and many of which are beyond the Company’s control. The Company cautions readers that various factors could cause the actual results of the Company to differ materially from those indicated by forward-looking statements. Accordingly, investors should not place undue reliance on forward-looking statements as a prediction of actual results. Among the factors that could cause the actual results to differ materially from those indicated in the forward-looking statements are risks and uncertainties related to: the COVID-19 pandemic, and any future global health crises, and the related social, regulatory, and economic impacts and the response thereto by the Company, our employees, our customers, and national, state, or local governments; a continued deterioration in the prices of oil and natural gas and the related impact on the upstream and midstream energy markets; a continuation or worsening of the adverse economic conditions in the markets we serve, whether as a result of the current COVID-19 pandemic, including its impact on travel and demand for oil and gas, the continued deterioration in the prices for oil and gas, governmental travel restrictions, project delays, and budget shortfalls, or otherwise; volatility in the global capital markets,, including interest rate fluctuations, which could adversely affect our ability to access the capital markets on terms that are favorable to us; restrictions on our ability to draw on our credit agreement, including as a result of any future inability to comply with restrictive covenants contained therein; a continuing decrease in freight or transit rail traffic, including as a result of the COVID-19 pandemic; environmental matters, including any costs associated with any remediation and monitoring; the risk of doing business in international markets, including compliance with anti-corruption and bribery laws, foreign currency fluctuations and inflation, and trade restrictions or embargoes; our ability to effectuate our strategy, including cost reduction initiatives, and our ability to effectively integrate acquired businesses or to divest businesses, such as the recent disposition of the IOS Test and Inspection Services business and to realize anticipated benefits; costs of and impacts associated with shareholder activism; customer restrictions regarding the on-site presence of third party providers due to the COVID-19 pandemic; the timeliness and availability of materials from our major suppliers, including any continuation or worsening of the disruptions in the supply chain recently experienced as a result of the COVID-19 pandemic, as well as the impact on our access to supplies of customer preferences as to the origin of such supplies, such as customers’ concerns about conflict minerals; labor disputes; cyber-security risks such as data security breaches, malware, ransomware, “hacking,” and identity theft, a failure of which could disrupt our business and may result in misuse or misappropriation of confidential or proprietary information, and could result in the disruption or damage to our systems, increased costs and losses, or an adverse effect to our reputation; the continuing effective implementation of an enterprise resource planning system; changes in current accounting estimates and their ultimate outcomes; the adequacy of internal and external sources of funds to meet financing needs, including our ability to negotiate any additional necessary amendments to our credit agreement or the terms of any new credit agreement, and reforms regarding the use of LIBOR as a benchmark for establishing applicable interest rates; the Company’s ability to manage its working capital requirements and indebtedness; domestic and international taxes, including estimates that may impact taxes; domestic and foreign government regulations, including tariffs; economic conditions and regulatory changes caused by the United Kingdom’s exit from the European Union; a lack of state or federal funding for new infrastructure projects; an increase in manufacturing or material costs; the loss of future revenues from current customers; and risks inherent in litigation and the outcome of litigation and product warranty claims. Should one or more of these risks or uncertainties materialize, or should the assumptions underlying the forward-looking statements prove incorrect, actual outcomes could vary materially from those indicated. Significant risks and uncertainties that may affect the operations, performance, and results of the Company’s business and forward-looking statements include, but are not limited to, those set forth under Item 1A, “Risk Factors,” and elsewhere in our Annual Report on Form 10-K for the year ended December 31, 2020, or as updated and amended by other current or periodic filings with the Securities and Exchange Commission. All information in this presentation speaks only as of March 2, 2021, and any distribution of the presentation after that date is not intended and will not be construed as updating or confirming such information. L.B. Foster Company assumes no obligation to update or revise any forward-looking information, whether as a result of new information, future events, or otherwise, except as required by securities laws.

The information in this presentation is unaudited, except where noted otherwise.

Non-GAAP Financial Measures

This investor presentation discloses the following non-GAAP measures:

- Earnings before interest, taxes, depreciation, and amortization (“EBITDA”) from continuing operations
- Earnings before interest, taxes, depreciation, amortization, and certain charges (“Adjusted EBITDA”) from continuing operations
- Adjusted net income from continuing operations
- Adjusted diluted earnings per share from continuing operations
- Net debt
- Free cash flow from continuing operations
- Free cash flow yield from continuing operations

The Company believes that EBITDA from continuing operations is useful to investors as a supplemental way to evaluate the ongoing operations of the Company’s business since EBITDA may enhance investors’ ability to compare historical periods as it adjusts for the impact of financing methods, tax law and strategy changes, and depreciation and amortization. In addition, EBITDA is a financial measure that management and the Company’s Board of Directors use in their financial and operational decision-making and in the determination of certain compensation programs. The Company believes that adjusted net income from continuing operations is useful to investors as a supplemental way to compare historical periods without regard to various charges that the Company believes are unusual, non-recurring, unpredictable, or non-cash. Adjusted net income from continuing operations, adjusted diluted earnings per share from continuing operations, and adjusted EBITDA from continuing operations adjusts for certain charges to net income from continuing operations and EBITDA from continuing operations that the Company believes are unusual, non-recurring, unpredictable, or non-cash. In 2020, the Company made an adjustment for a non-recurring benefit from a distribution associated with the Company's interest in an unconsolidated partnership. In 2020 and 2019, the Company made adjustments to exclude the impact of restructuring activities and site relocation. In 2019, the Company made adjustments to exclude the impact of the U.S. pension settlement expense. The Company views net debt, which is total debt less cash and cash equivalents, and the adjusted net leverage ratio, which is the ratio of net debt to the trailing twelve-month adjusted EBITDA from continuing operations, as important metrics of the operational and financial health of the organization and are useful to investors as indicators of our ability to incur additional debt and to service our existing debt. The Company also discloses free cash flow and free cash flow yield from continuing operations as other non-GAAP measures used by both analysts and management, as they provide insight on cash generated by operations, excluding capital expenditures, in order to better assess the Company’s long-term ability to pursue growth and investment opportunities.

Non-GAAP financial measures are not a substitute for GAAP financial results and should only be considered in conjunction with the Company's financial information that is presented in accordance with GAAP. Quantitative reconciliations of EBITDA from continuing operations, adjusted EBITDA from continuing operations, adjusted net income from continuing operations, net debt, free cash flow and free cash flow yield from continuing operations are included within this presentation.

COMPANY
OVERVIEW

LBFoster

Who we are

- Leading provider of products and services for the rail industry, and solutions to support critical infrastructure projects
- Headquartered in Pittsburgh, Pennsylvania
- Locations throughout North America, Europe, and Asia
- Basis in reliable infrastructure; growth in innovative technology, efficiencies, and safety solutions for our customer's challenging requirements

NASDAQ: FSTR

1902
FOUNDED

39
PLANTS YARDS & OFFICES

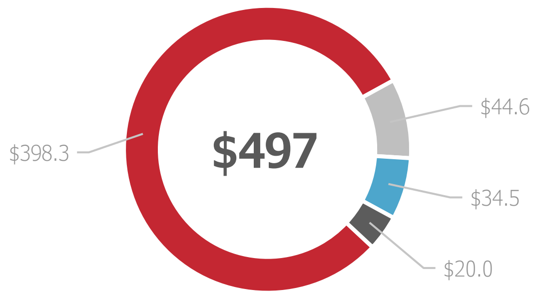
~1,000
PROFESSIONALS WORLDWIDE

$0.98[1]
2020 DILUTED ADJ. EPS

Information above as of 12/31/2020.
Presented on a continuing operations basis.

2020 Net Sales by Region

($ in millions)



Segments

- Rail Technologies and Services
- Infrastructure Solutions

Business System

Focus

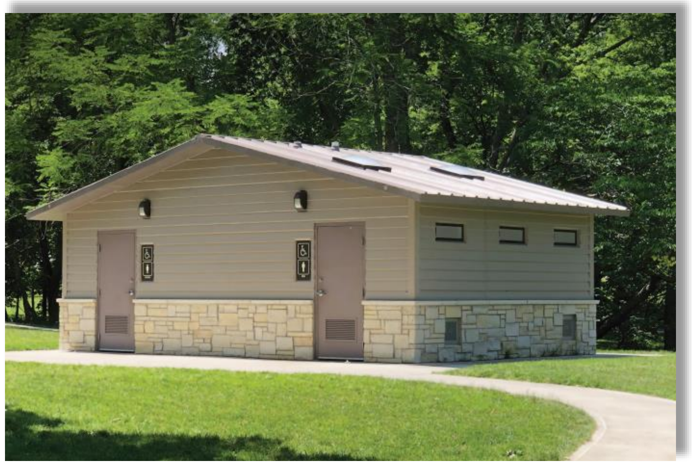
- Innovation of Rail Technologies
- Expansion of precast concrete business
- Continuation of strengthening the balance sheet

Financials

- $115.6M – Q4 2020 Revenue
- $6.9M – Q4 2020 Adj. EBITDA[1]
- $248.2M – Dec 31, 2020 Backlog
- $134.4M – Q4 2020 New Orders

[1] *See non-GAAP reconciliation tables at the end of this presentation regarding non-GAAP measures used herein.*
Information presented on a continuing operations basis.

- **Despite the challenges posed by the COVID-19 pandemic, the Company closed the year ended December 31, 2020 at approximately $32 million in adjusted EBITDA[1].**
  - As a result, L.B. Foster generated operating cash flow of approximately $21 million for the year ended December 31, 2020.
- **The Company continues to maintain a strong balance sheet and remains focused on managing its working capital.**
  - Total available funding capacity of approximately $77 million as of December 31, 2020.
  - Net Debt [1] is approximately $37 million as of December 31, 2020, a $7 million decrease from the prior year end, with an Adjusted Net Leverage Ratio[1] of 1.2x for the year ended December 31, 2020, the continued effect of the Company's debt paydown strategy.
  - The Company continues to maintain significant financial flexibility through challenging market conditions, which enables the Company to potentially pursue strategic initiatives that may arise.
- **Backlog increased by $19 million, or 8%, as of December 31, 2020 versus the prior year end.**
  - Year-to-date new orders have outpaced revenue despite challenges related to COVID-19 and its impact on the energy market, with a 2020 book-to-bill ratio[2] of 1.06.



(1) *See non-GAAP reconciliation tables at the end of this presentation regarding non-GAAP measures used herein.*
(2) *Defined as new orders divided by revenue.*

EXECUTIVE
SUMMARY

- **The Company realigned its reporting segments, changing from a three segment structure to a two segment structure.**
  - This reorganization structures the Company to more seamlessly support projects for rail, transportation, heavy civil, commercial, agricultural, and residential infrastructure markets, both domestically and globally.
  - The Company's two segments include Rail Technologies and Services (comprised of the legacy Rail Products and Services businesses), and Infrastructure Solutions (comprised of the legacy Construction Products businesses and the legacy Tubular and Energy Services businesses).
  - The Company has appointed key leaders and management teams to oversee each respective segment, as well as to leverage current and expected future synergies from the realignment.
- **The Rail Technologies and Services segment continues to show resilience.**
  - Backlog levels in the segment increased by $18 million, or 17%, from the prior year end, which highlights continued expected future spend in the markets served.
  - The segment also saw a $12 million, or 18%, increase in new orders from the third quarter.
- **The businesses within the Infrastructure Solutions segment serving the energy market continue to see challenges.**
  - Increases in some Infrastructure Solutions businesses were offset by continued macroeconomic challenges facing the businesses supporting the midstream energy market within the Coatings and Measurement business unit, which saw a $71 million, or 60%, decline in new orders year-over-year.
  - The Fabricated Steel Products business unit saw increases in new orders compared to both the prior year quarter and the prior year end; the Precast Concrete Products business unit saw increases in new orders compared to the third quarter. Both business units saw notable increases in backlog compared to the prior year end.
  - The Coatings and Measurement business unit cost structure has been adjusted to align with the near-term outlook for the energy market.

SEGMENT
STRUCTURE UPDATE

LBFoster®

Prior Segment Structure

Rail Products and Services
- Rail Products
- Rail Technologies

Construction Products
- Piling and Fabricated Bridge
- Precast Concrete Products

Tubular and Energy Services
- Protective Coatings and Measurement Systems
- Threaded Products

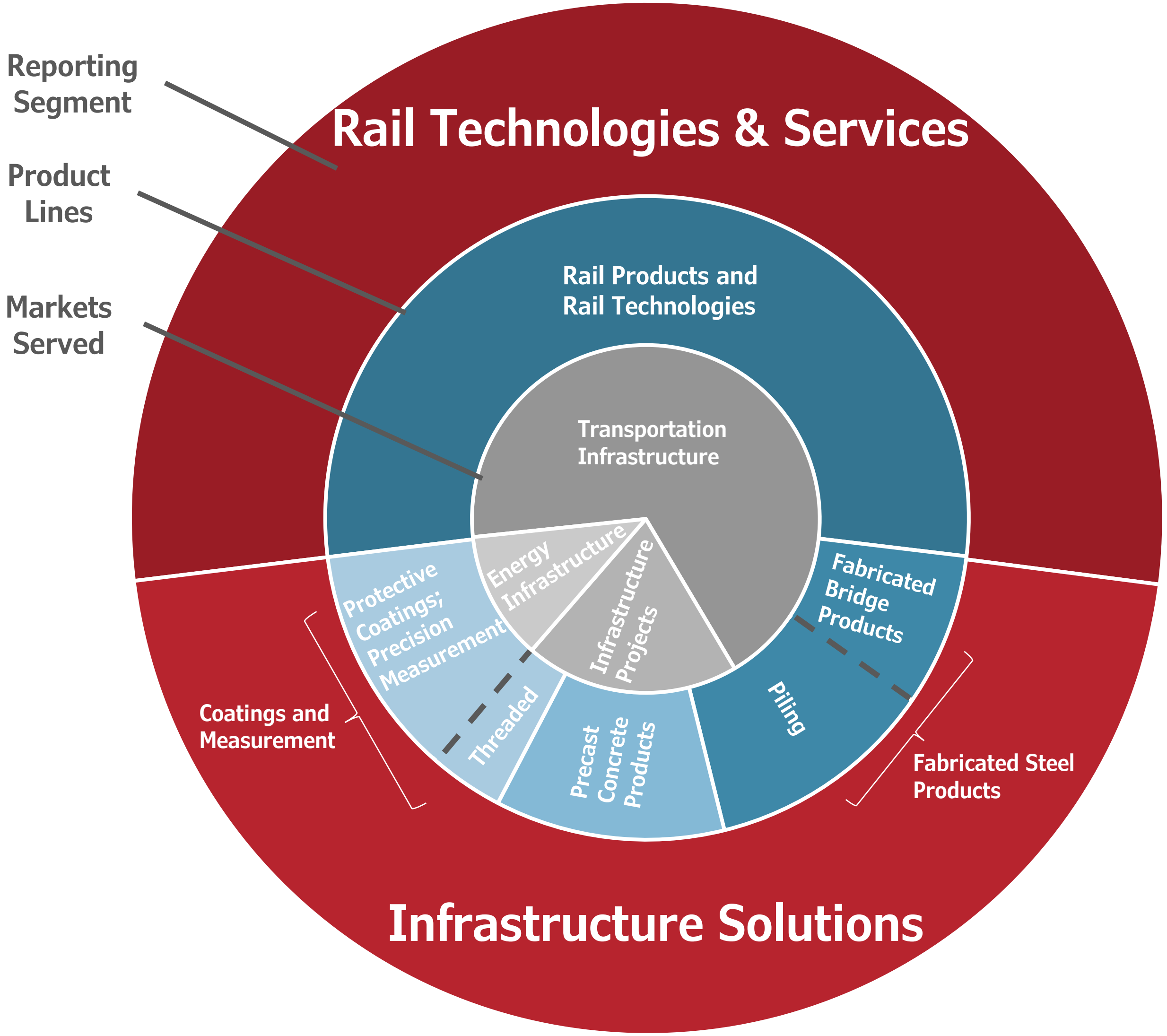
New Segment Structure

Rail Technologies and Services
- Rail Products
- Rail Technologies

Infrastructure Solutions
- Fabricated Steel Products
- Precast Concrete Products
- Coatings and Measurement

SEGMENT
BUSINESS & MARKET SUMMARY

LBFoster®



Rail Technologies and Services

Supports the Company's focus on serving transit and freight railway operators and related infrastructure.

- The Company has been evolving from a track components supplier to a company that introduces solutions that deliver greater benefits to operating efficiency, reduced disruptions, and improved safety through the deployment of more advanced technology.
- Services have become a greater part of the Company's offering as end users look to L.B. Foster for expertise in managing more sophisticated systems, often coupled with the new, advanced technologies the Company offers.
- These technology applications are expected to be among the faster growing portion of the market as they lead to lower cost of operations; new infrastructure has more limited growth potential.

Infrastructure Solutions

Supports the Company's focus on providing made-to-order solutions that support projects for transportation, heavy civil, commercial, and residential infrastructure.

- This segment encompasses a wide range of projects, including applications for highways, bridges, ports, waterways, storm water, levees, buildings, utility services, and pipelines.
- Projects typically support the movement of goods, services, and people.
- The Company's expertise in fabricated steel, precast concrete, measurement systems, and corrosion protection coupled with its core competencies around managing large complex projects result in custom solutions for each project.

INFRASTRUCTURE SOLUTIONS

LBFoster®

Custom Engineered Solutions for Complex Infrastructure Projects

Bridge Decking	Precast Buildings	Protective Coatings
Bridge Components and Access	Precast Structures	Measurement Systems
Sheet and H-Beam Piling	Precast Products	Additive / Injection Systems

Engineering / Construction

Contractors

- Custom engineered solutions tailored to customer specification, driven by growth in demand for transportation, energy, or civil / city planning.
- Infrastructure oriented businesses supplying "portions" of the project.
- Often supporting engineering, construction, and contractors responsible for turn-key projects.
- Deliverables can include design engineering, application engineering, standard and custom products, custom systems and installation, or start up support.
- Solutions utilize the Company's core competencies in fabricated steel products, precast concrete structures and products, corrosion protection, and measurement systems.
- Typically supporting government funded projects and associated requirements.

Project Applications

Transportation
- Highways
- Bridges
- Ports
- Rail

Heavy Civil
- Levee and flood control
- Storm water and marine applications

Agricultural
- Water wells for irrigation
- Precast agricultural products

Energy
- Corrosion coatings for pipelines
- Pipeline measurement for custody transfer

Commercial
- Buildings and foundations
- Marine applications

Residential
- Septic systems
- Storm applications

FOURTH QUARTER
RESULTS

LBFoster®

Metrics ($ in millions, unless otherwise noted; except per share data)	Q4 2020	Q4 2019	Delta	
From continuing operations:				
Sales	$ 115.6	$ 141.3	$ (25.8)	(18.2%)
Gross Profit	21.7	28.2	(6.5)	(23.1%)
Gross Profit Margin	18.8%	20.0%	(1.2%)	(6.0%)
Net Income	2.3	30.2	(27.9)	(92.5%)
Adjusted Net Income [1]	2.5	3.5	(1.0)	(27.5%)
Earnings per Diluted Share	0.21	2.83	(2.62)	(92.6%)
Adjusted Earnings per Diluted Share [1]	0.24	0.33	(0.09)	(27.3%)
Adjusted EBITDA [1]	6.9	10.8	(3.9)	(36.3%)
Operating Cash Flow	4.3	15.9	(11.6)	(72.7%)
New Orders	134.4	175.4	(41.0)	(23.4%)
Backlog	248.2	229.0	19.2	8.4%

- Fourth quarter 2020 results reflect continued challenges faced due to the COVID-19 pandemic, the corresponding decline in travel, and the resulting decline in demand for oil.
- Backlog continues to outpace prior year levels, highlighting continued spending in markets served despite lags experienced in sales.
- Q4 2019 net income and earnings per share results were impacted by the Company's valuation allowance reversal which provided a $30M income tax benefit.

(1) See non-GAAP reconciliation tables at the end of this presentation regarding non-GAAP measures used herein.
Note figures may not foot due to rounding. Data presented on a continuing operations basis.

TWELVE MONTH
RESULTS

Metrics **($ in millions, unless otherwise noted; except per share data)**	**2020**	**2019**	**Delta**	
From continuing operations:				
Sales	$ 497.4	$ 616.4	$ (119.0)	(19.3%)
Gross Profit	95.0	120.9	(25.9)	(21.4%)
Gross Profit Margin	19.1%	19.6%	(0.5%)	(2.6%)
Net Income	25.8	48.0	(22.2)	(46.2%)
Adjusted Net Income[1]	10.5	21.3	(10.8)	(50.8%)
Earnings per Diluted Share	2.42	4.51	(2.09)	(46.3%)
Adjusted Earnings per Diluted Share[1]	0.98	2.00	(1.02)	(51.0%)
Adjusted EBITDA[1]	32.0	47.4	(15.4)	(32.5%)
Operating Cash Flow	20.5	26.2	(5.7)	(21.7%)
New Orders	529.7	632.7	(103.0)	(16.3%)
Backlog	248.2	229.0	19.2	8.4%

- Sales declines in 2020 versus 2019 reflect the challenges faced regarding unfavorable macroeconomic conditions, especially in the Coatings and Measurement business unit, which accounted for $40M of the decline.
- Changes in 2020 sales compared to the prior year are also driven in part by the completion of the Port Everglades project in 2019, which accounts for $25.9 million of revenue in 2019.
- Despite challenges faced, gross profit margins remain relatively consistent and new orders continue to outpace revenue levels.
- 2020 YTD results from continuing operations include tax benefits of $16 million as a result of the sale of IOS Test and Inspection Services business in Q3 2020, which will reduce cash tax liabilities in subsequent periods.

(1) See non-GAAP reconciliation tables at the end of this presentation regarding non-GAAP measures used herein. Note figures may not foot due to rounding. Data presented on a continuing operations basis.

ORDERS
SUMMARY

LBFoster®

New Orders Entered – Three Months Ended				
($ in millions)	December 31, 2020	December 31, 2019	Delta	
Rail Technologies and Services	$ 80.9	$ 94.6	$ (13.7)	(14.5%)
Infrastructure Solutions	53.6	80.8	(27.3)	(33.8%)
Total	**$ 134.4**	**$ 175.4**	**$ (41.0)**	**(23.4%)**

New Orders Entered – Three Months Ended				
($ in millions)	December 31, 2020	September 30, 2020	Delta	
Rail Technologies and Services	$ 80.9	$ 68.5	$ 12.4	18.1%
Infrastructure Solutions	53.6	62.0	(8.5)	(13.7%)
Total	**$ 134.4**	**$ 130.5**	**$ 3.9**	**3.0%**

New Orders Entered – Twelve Months Ended				
($ in millions)	December 31, 2020	December 31, 2019	Delta	
Rail Technologies and Services	$ 298.5	$ 334.4	$ (35.9)	(10.7%)
Infrastructure Solutions	231.2	298.3	(67.2)	(22.5%)
Total	**$ 529.7**	**$ 632.7**	**$ (103.0)**	**(16.3%)**

- Order activity continues to drive backlog up quarter-over-quarter as longer-term projects continue to progress, despite delays experienced due to the impact of COVID-19.
- Rail Technologies and Services experienced an 18% increase in Q4 orders versus the prior quarter.
- Within the Infrastructure Solutions segment, the majority of order declines are attributable to Coatings and Measurement business unit, due to declining demand for these products in the midstream energy market.

Note figures may not foot due to rounding. Data presented on a continuing operations basis.

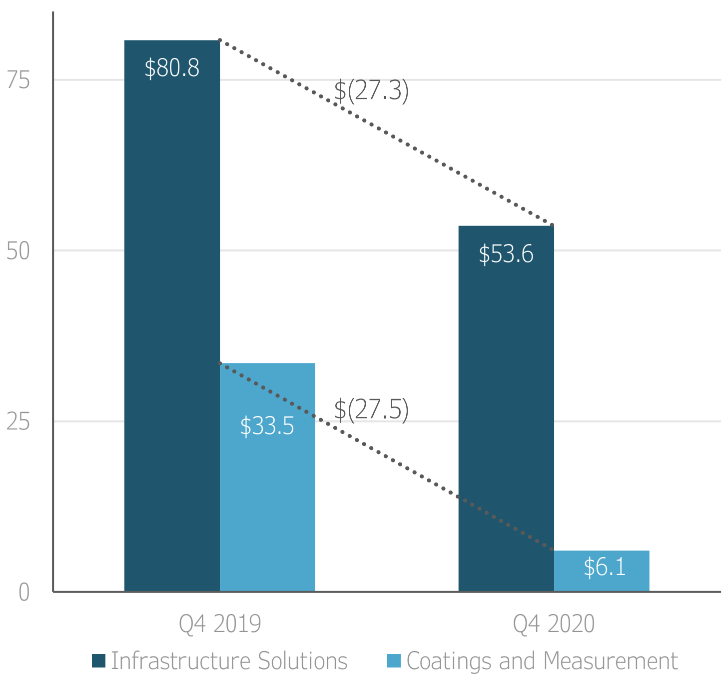
ORDERS

INFRASTRUCTURE SOLUTIONS

The challenges faced within the Infrastructure Solutions Coatings and Measurement business unit drove the majority of order declines as unfavorable macroeconomic conditions for the midstream energy market persisted, offsetting any increases in the other lines of business.

$ in millions

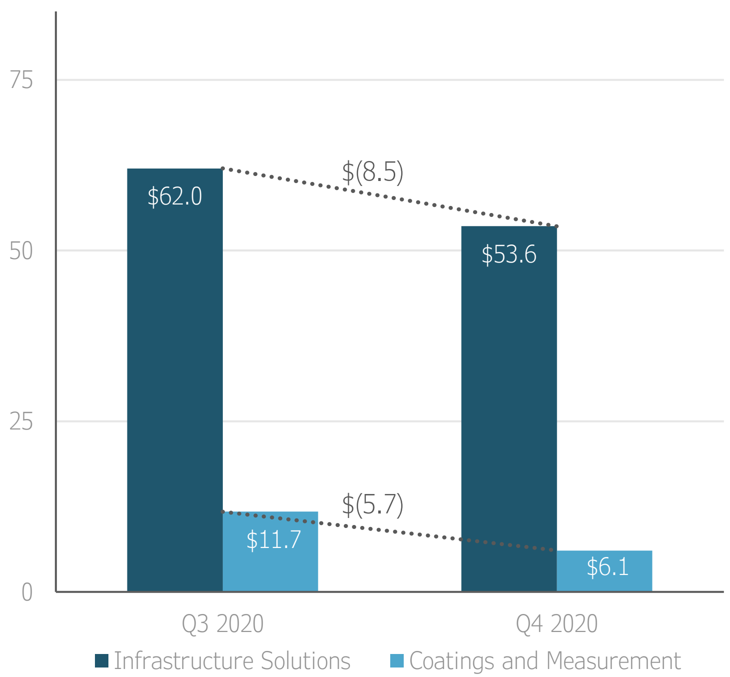
Q4 2019 vs. Q4 2020



Coatings and Measurement contributed $27.5M to the overall segment decline in new orders of $27.3M.

$ in millions

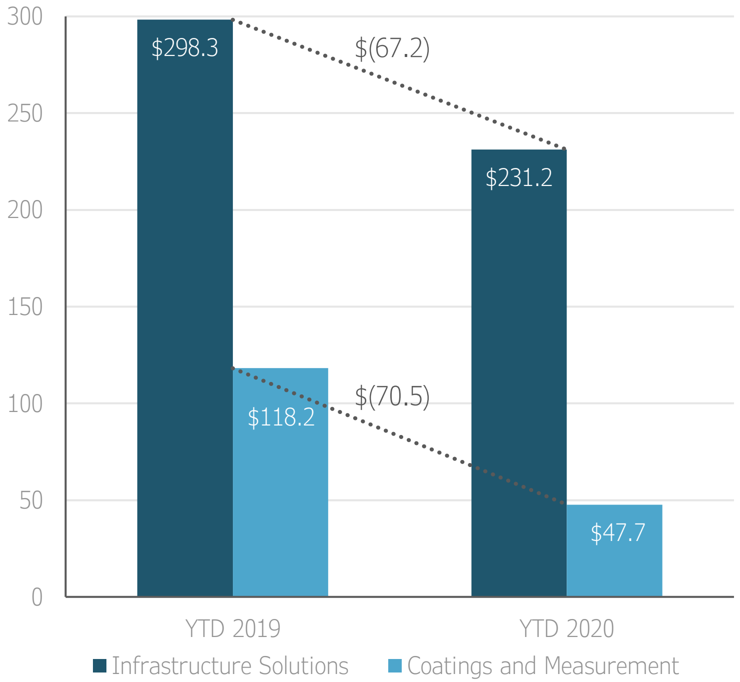
Q3 2020 vs. Q4 2020



Coatings and Measurement contributed $5.7M to the overall segment decline in new orders of $8.5M.

$ in millions

2019 vs. 2020



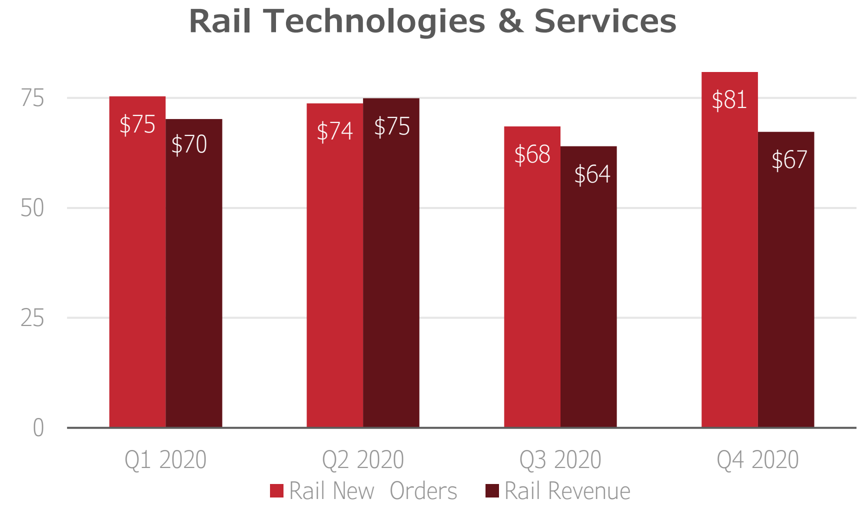
Coatings and Measurement contributed $70.5M to the overall segment decline in new orders of $67.2M.

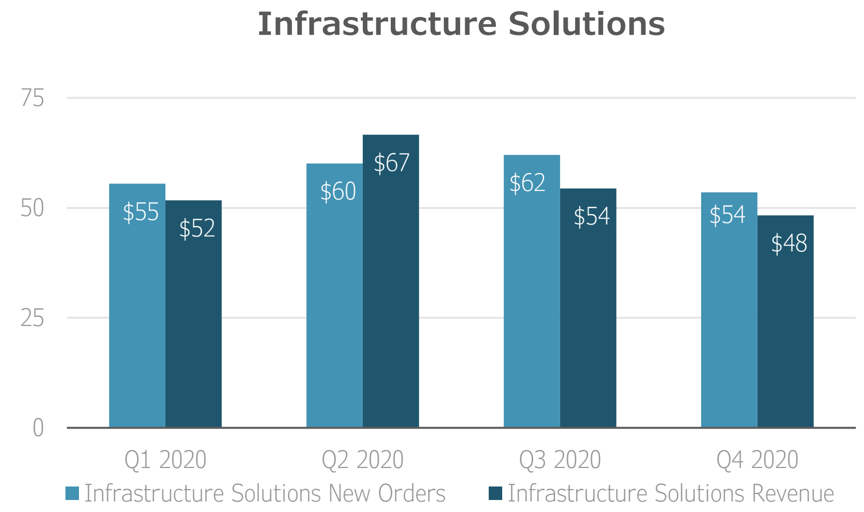
Note figures may not foot due to rounding. Data presented on a continuing operations basis.

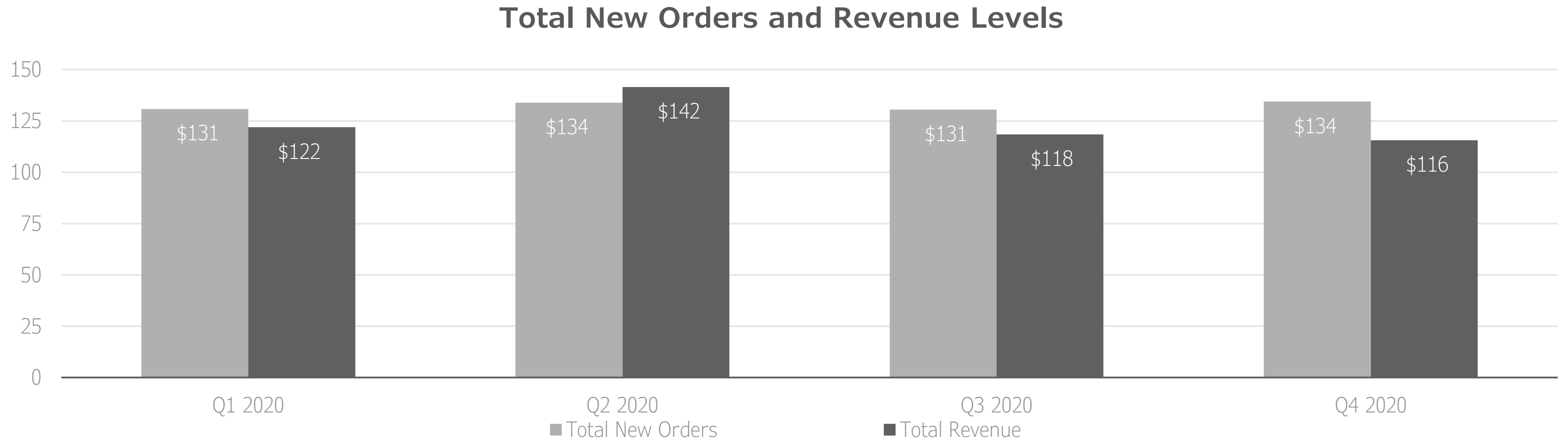
ORDERS
AND REVENUE

- Positive order activity continues to outpace revenue levels, with a consolidated book-to-bill ratio[1] of 1.06 for the year ended December 31, 2020, despite downturns in the energy market.

- Rail Technologies and Services had a YTD 2020 book-to-bill ratio[1] of 1.08, while Infrastructure solutions had a book-to-bill ratio[1] of 1.05.







Data presented on a continuing operations basis.
(1) Defined as new orders divided by revenue.

BACKLOG
SUMMARY

LBFoster®

Backlog vs. Prior Quarter							
($ in millions)	December 31, 2020		September 30, 2020		Delta		
Rail Technologies and Services	$	121.2	$	109.1	$	12.2	11.2%
Infrastructure Solutions		127.0		126.1		0.9	0.7%
Total	**$**	**248.2**	**$**	**235.2**	**$**	**13.0**	**5.5%**

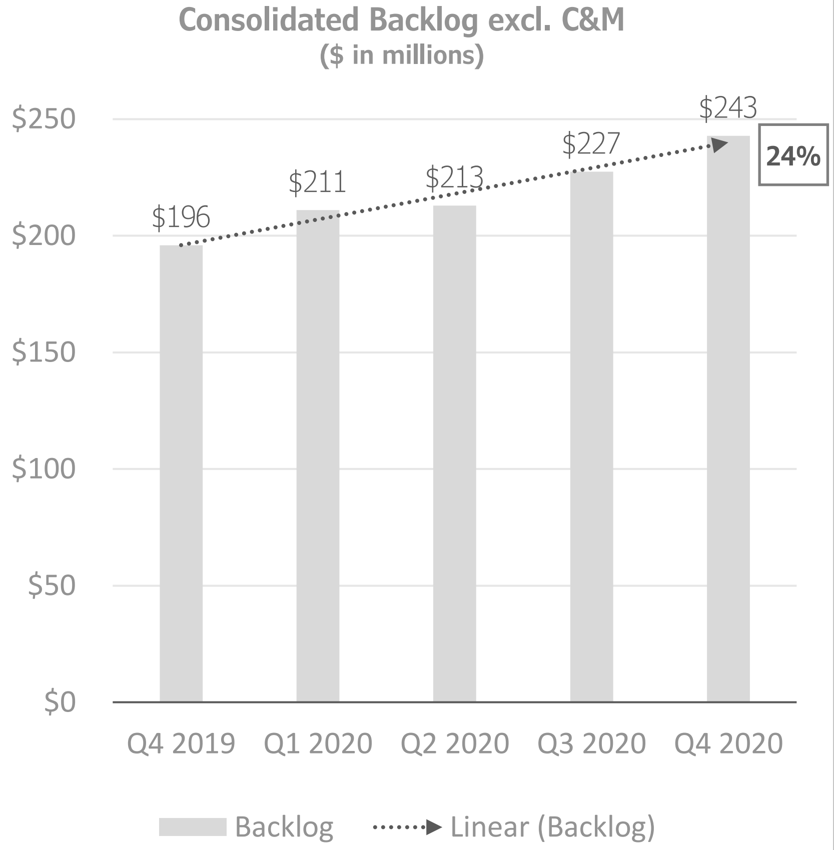
Backlog vs. Prior Year End							
($ in millions)	December 31, 2020		December 31, 2019		Delta		
Rail Technologies and Services	$	121.2	$	103.7	$	17.5	16.9%
Infrastructure Solutions		127.0		125.3		1.7	1.3%
Total	**$**	**248.2**	**$**	**229.0**	**$**	**19.2**	**8.4%**

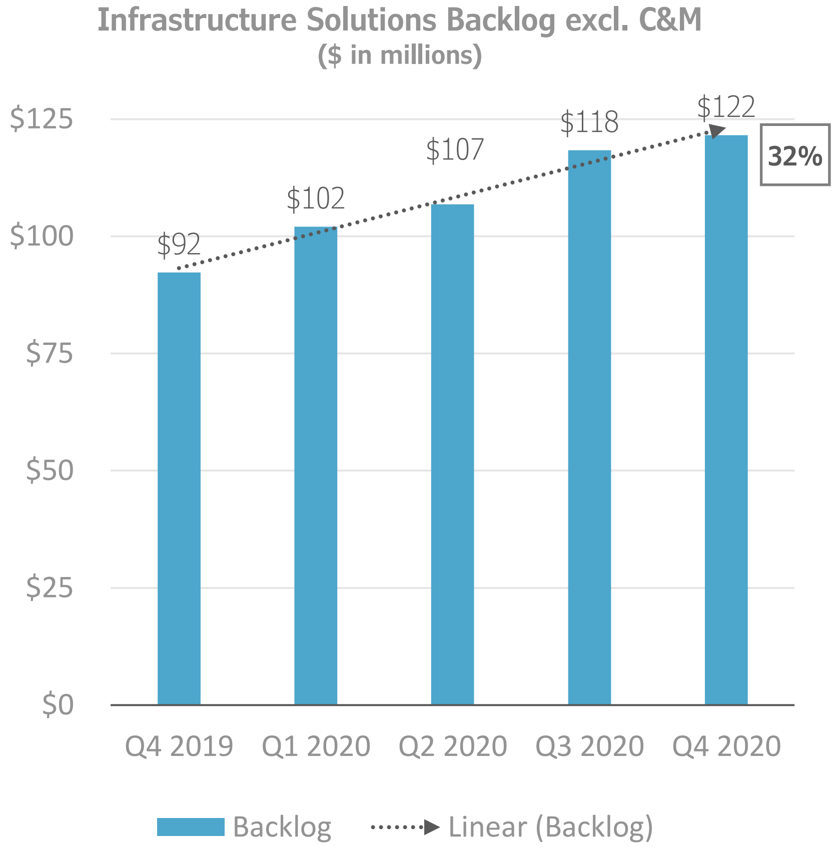
- Rail backlog increased 11.2% and 16.9% versus the prior quarter and prior year end, respectively, demonstrating the continued resilience shown in the segment.
- While most Infrastructure Solutions businesses experienced increases in backlog year-over-year, these increases were offset by a $28M decline in backlog within the Coatings and Measurement business unit, which continue to experience pandemic-related challenges.

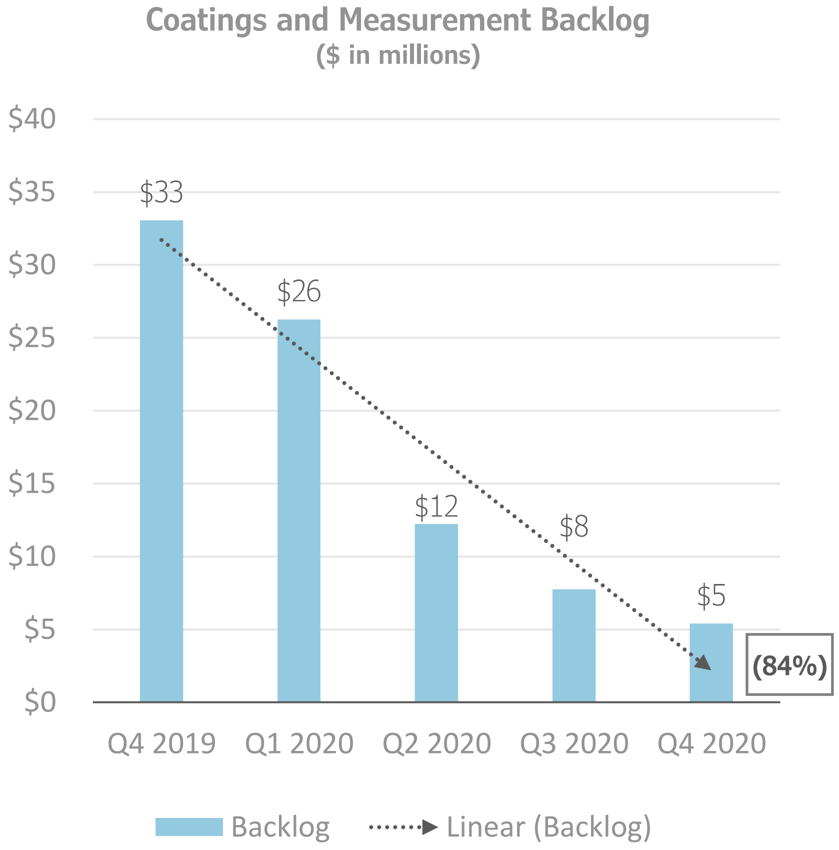
Note figures may not foot due to rounding. Data presented on a continuing operations basis.

BACKLOG
TRENDS

LBFoster®







Unfavorable conditions in the energy market have driven backlog declines within the Coatings and Measurement business unit, which has had a dilutive impact on the Company's overall backlog increases year-over-year.

Note figures may not foot due to rounding. Data presented on a continuing operations basis.

NON-GAAP

FREE CASH FLOW YIELD

LBFoster®

Free Cash Flow Yield			
($ in millions, unless otherwise noted; except per share price)	2020	2019	2018
Cash Provided by Continuing Operating Activities	$ 20.6	$ 26.2	$ 26.5
Less: Capital Expenditures from Continuing Operations	$ (9.2)	$ (6.0)	$ (3.7)
Free Cash Flow	$ 11.4	$ 20.2	$ 22.9
Shares Outstanding	10.6	10.4	10.4
Share Price[1]	**$ 15.05**	**$ 19.38**	**$ 15.90**
Free Cash Flow Yield[2]	**7.2%**	**10.0%**	**13.9%**

- Management continues to focus on working capital management and optimizing free cash flow.
- Free cash flow yield continues to remain strong despite the challenging macroeconomic conditions.
- Capital expenditures in 2020 and 2019 were impacted by $4M and $2M, respectively, for the acquisition of a continuous welded rail car and unloader, a very infrequent purchase requirement of the business.

(1) Adjusted closing share prices as of December 31, 2020, December 31, 2019, and December 31, 2018, respectively.
(2) See reconciliation included in this slide herein for this displayed non-GAAP measure. This measure calculated on a continuing operations basis.
Note figures may not foot due to rounding.

FOCUS ON
LIQUIDITY

($ in millions, unless otherwise noted)	December 31, 2020	December 31, 2019
Cash & Cash Equivalents	**$ 7.6**	**$ 14.2**
Total Availability Under the Credit Facility	115.0	140.0
Outstanding Borrowings on Revolving Credit Facility	(44.8)	(33.9)
Letters of Credit Outstanding	(0.9)	(0.5)
Net Availability Under the Revolving Credit Facility	**$ 69.3**	**$ 105.6**
Total Available Funding Capacity	**$ 76.8**	**$ 119.8**
Term Loan Outstanding	-	23.8
Finance Leases and Financing Agreements	0.2	0.5
Total Debt Outstanding	45.0	58.2
Total Net Debt Outstanding[1]	**$ 37.5**	**$ 44.0**
LTM Adjusted EBITDA[1]	32.0	47.4
Adjusted Net Leverage Ratio[1]	**1.2 x**	**0.9 x**

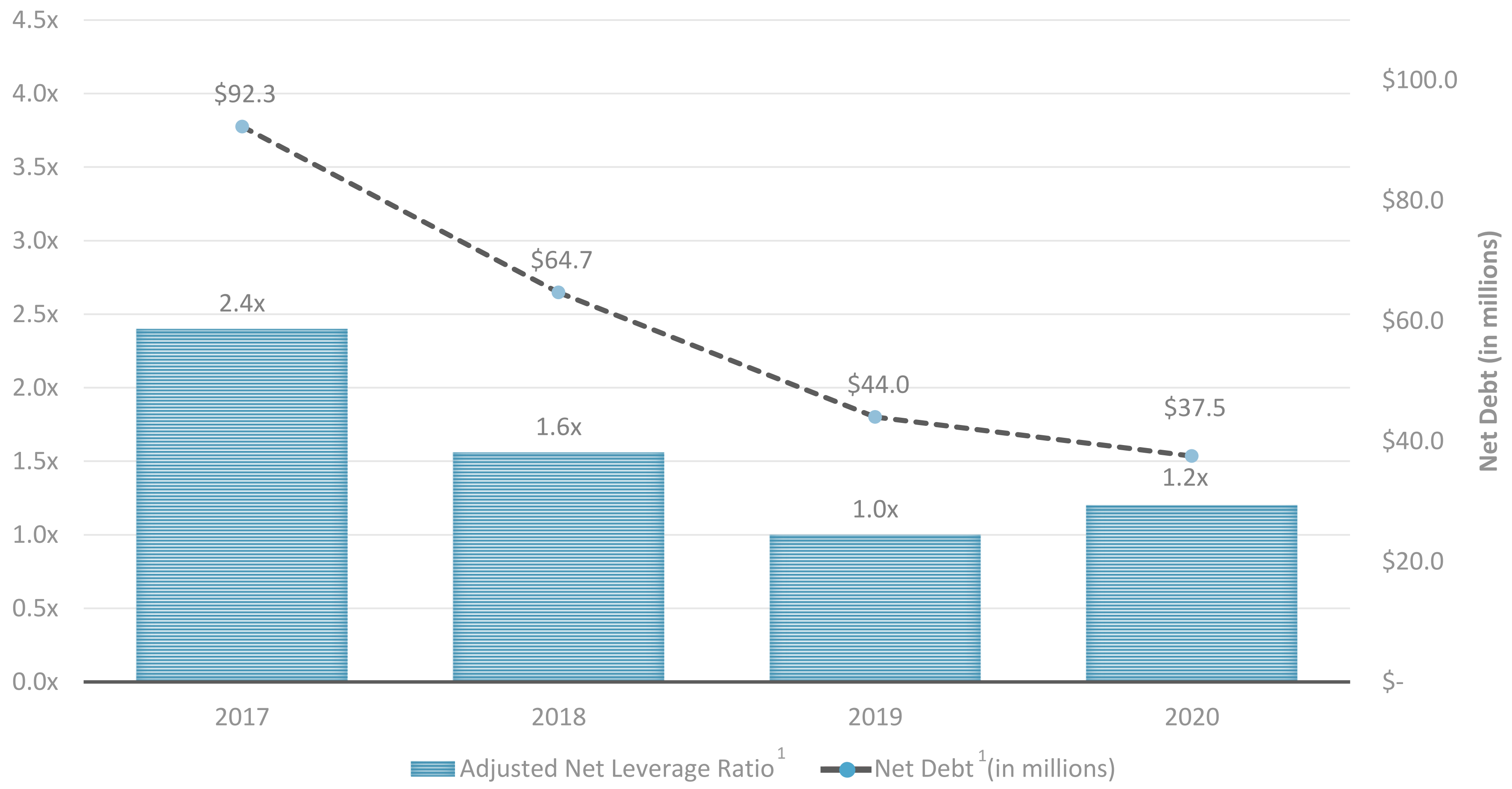
- During Q2 2020, the Company entered into an amendment of its credit agreement, terminating its term loan outstanding balance of $22.5M by drawing funds on the revolving credit facility.
- Total available funding capacity of $76.8M as of December 31, 2020 provides the Company with significant financial flexibility.
- The Company continues to drive down net debt in alignment with its focus on debt reduction.

(1) See non-GAAP reconciliation tables at the end of this presentation regarding non-GAAP measures used herein.
Note figures may not foot due to rounding.

BALANCE SHEET
STRENGTH

- Strategic focus on deleveraging through optimizing operating cash flows.
- Net Debt[1] levels continue to decline in comparison to past years, aligning with the Company's debt reduction strategy.
- The Company experienced a $2M decline in Net Debt[1] compared to Q3 2020, while the Adjusted Net Leverage Ratio[1] is at a modest 1.2x.

CHANGE IN ADJUSTED NET LEVERAGE RATIO[1]



(1) See non-GAAP reconciliation tables at the end of this presentation regarding non-GAAP measures used herein.

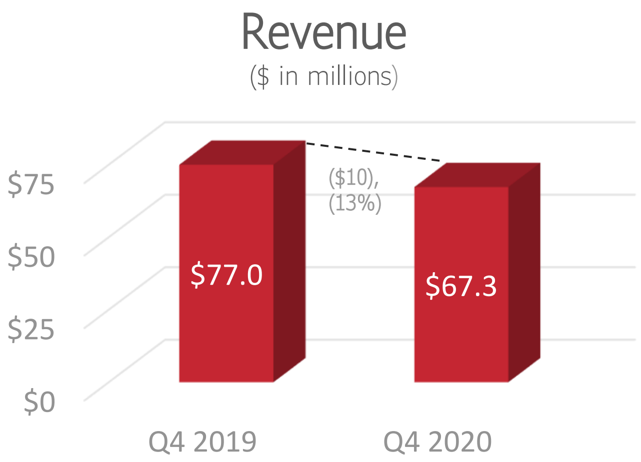
LBFoster®

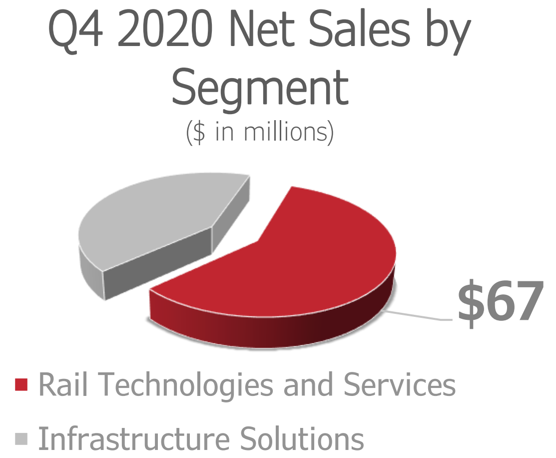
BUSINESS REVIEW

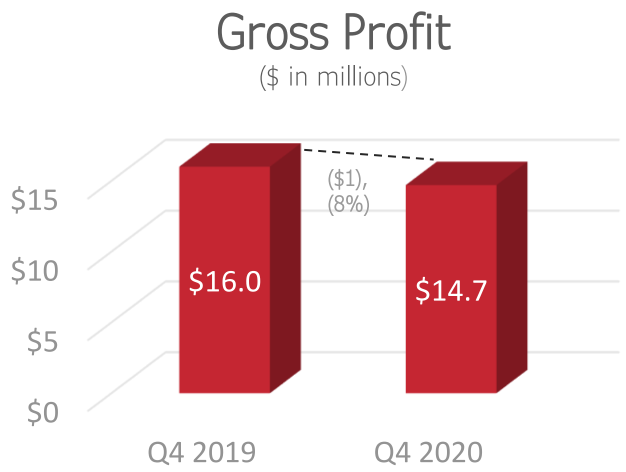
LBFoster

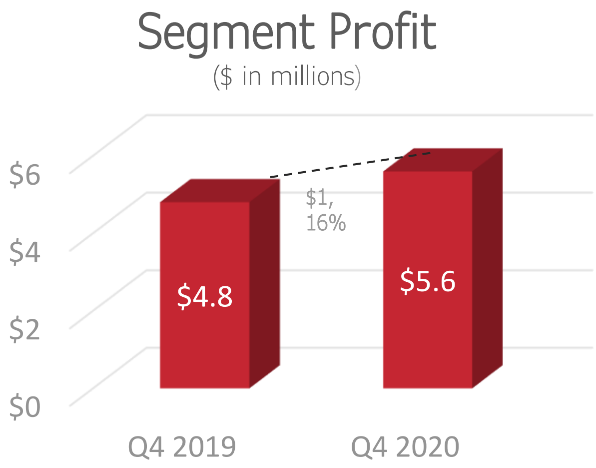
Q4 2020 Results

- The COVID-19 pandemic continues to drive low rail traffic volumes in North America which negatively impacts demand for transit products, replacement products, and friction management consumables.
- The Company's cost management measures drove segment profit up 16% when compared to the prior year quarter despite declines in revenue and gross profit.





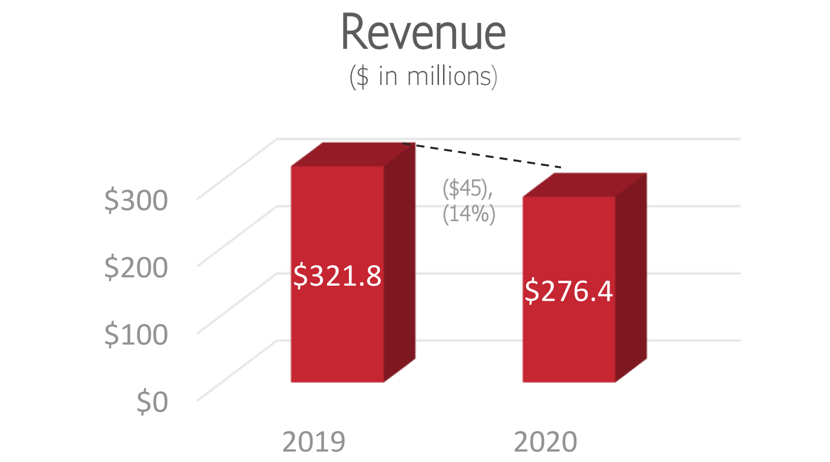


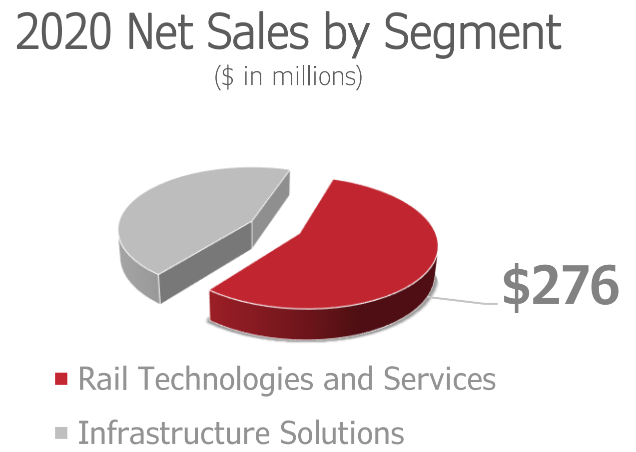


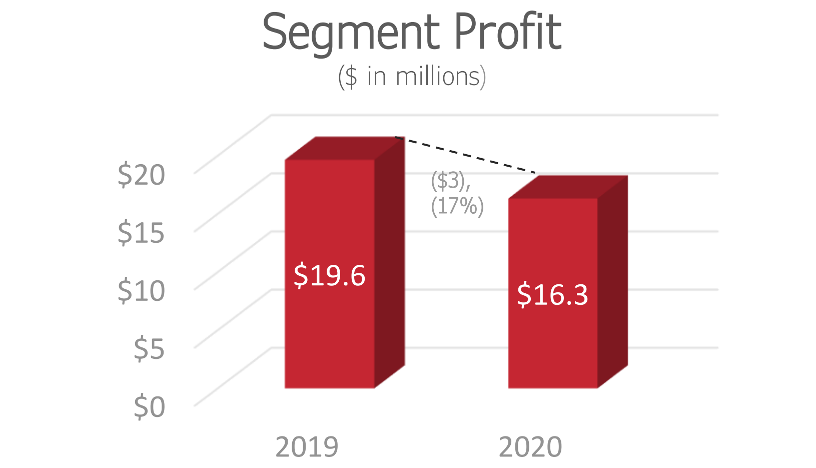
Note figures may not foot due to rounding.

2020 Results

- Year-to-date results reflect disruptions experienced from changes in global traffic patterns and the impact of reduced global travel on the Company.
- The $18 million increase in segment backlog year-over-year evidences continued resilience in the segment and continued spending in markets served, despite disruptions delaying project timelines and negatively impacting results.





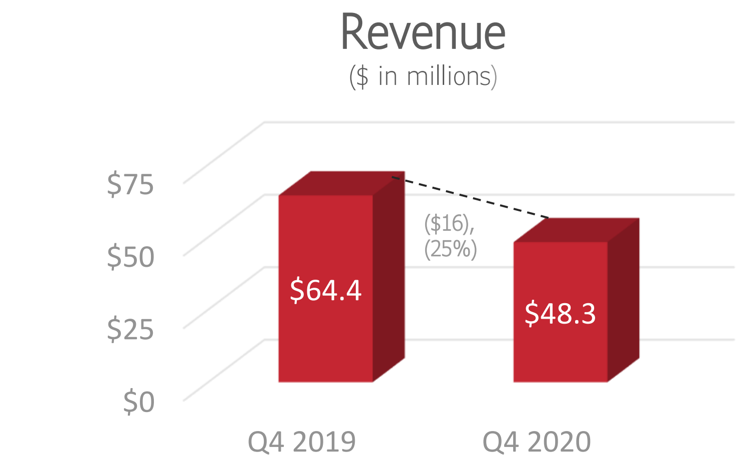


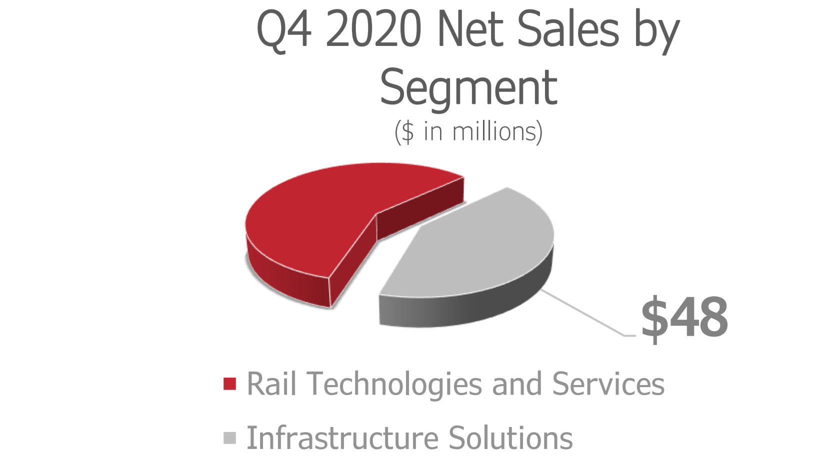
Note figures may not foot due to rounding.

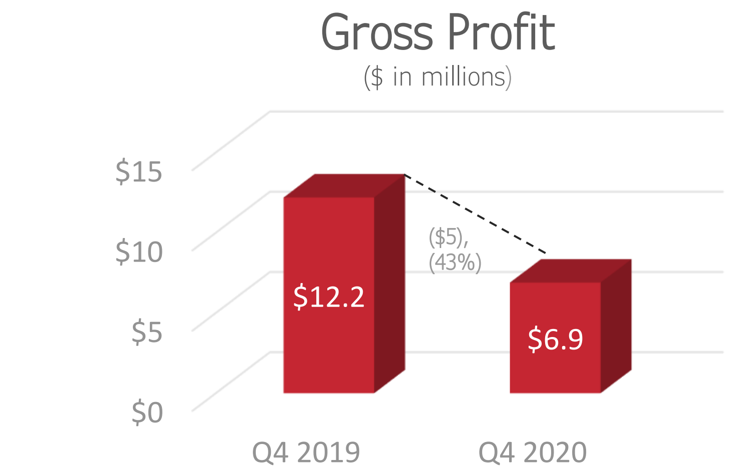
LBFoster

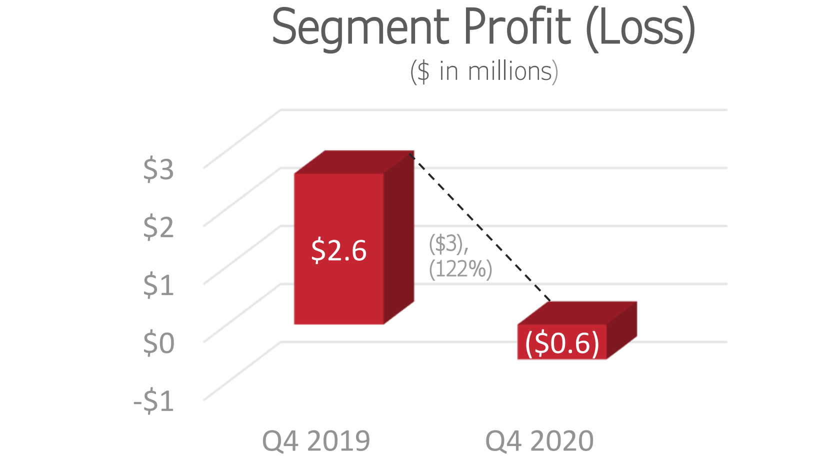
Q4 2020 Results

- Product lines focused on the midstream energy market experienced significant challenges as demand for oil was severely impacted, driving the declines in revenue, gross profit, and segment profit.
- The segment saw strength within the Precast Concrete Products business unit during Q4 2020 when compared to the prior year quarter, which experienced increases in sales, gross profit, and segment profit.







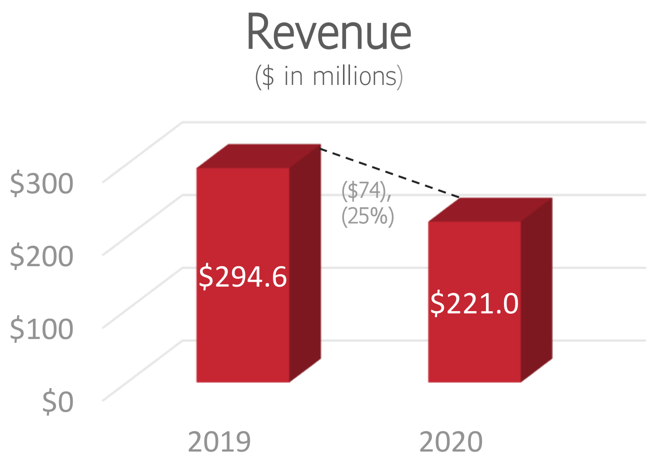


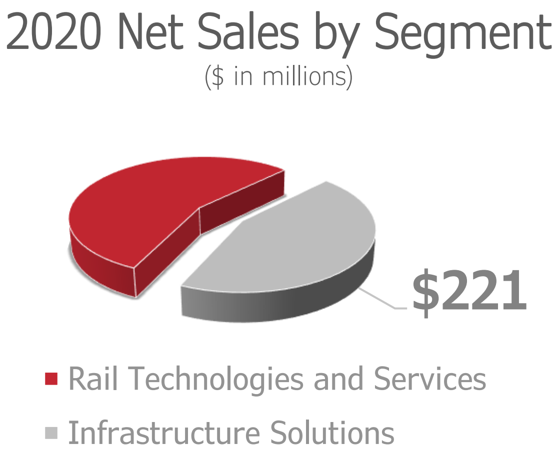
Note figures may not foot due to rounding.

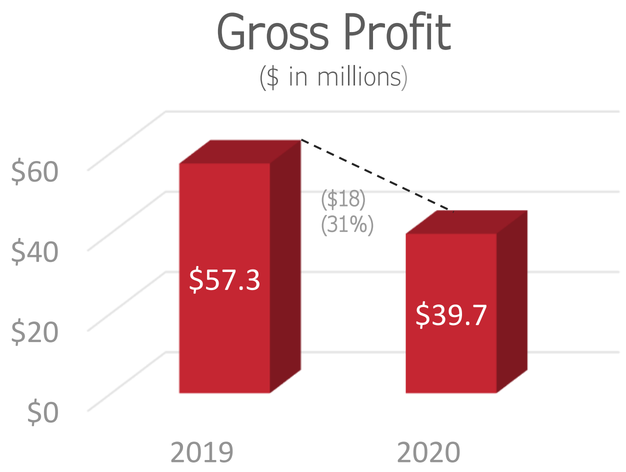
LBFoster

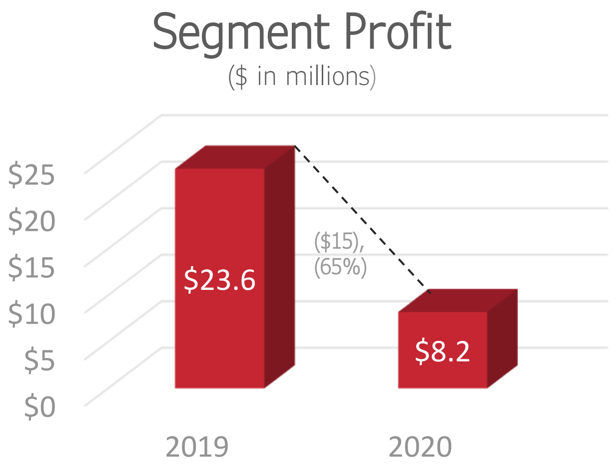
2020 Results

- Product lines focused on the midstream energy market experienced significant challenges as demand for oil was severely impacted, driving the declines in revenue, gross profit, and segment profit.
- Reductions to the Infrastructure Solutions segment revenue from the prior year quarter are due in part to the completion of the Port Everglades project in 2019, which accounted for $25.9 million in revenue.
- Precast Concrete Products revenue and gross profit were negatively impacted in 2020 primarily due to the relocation of the Spokane, WA plant to Boise, ID.





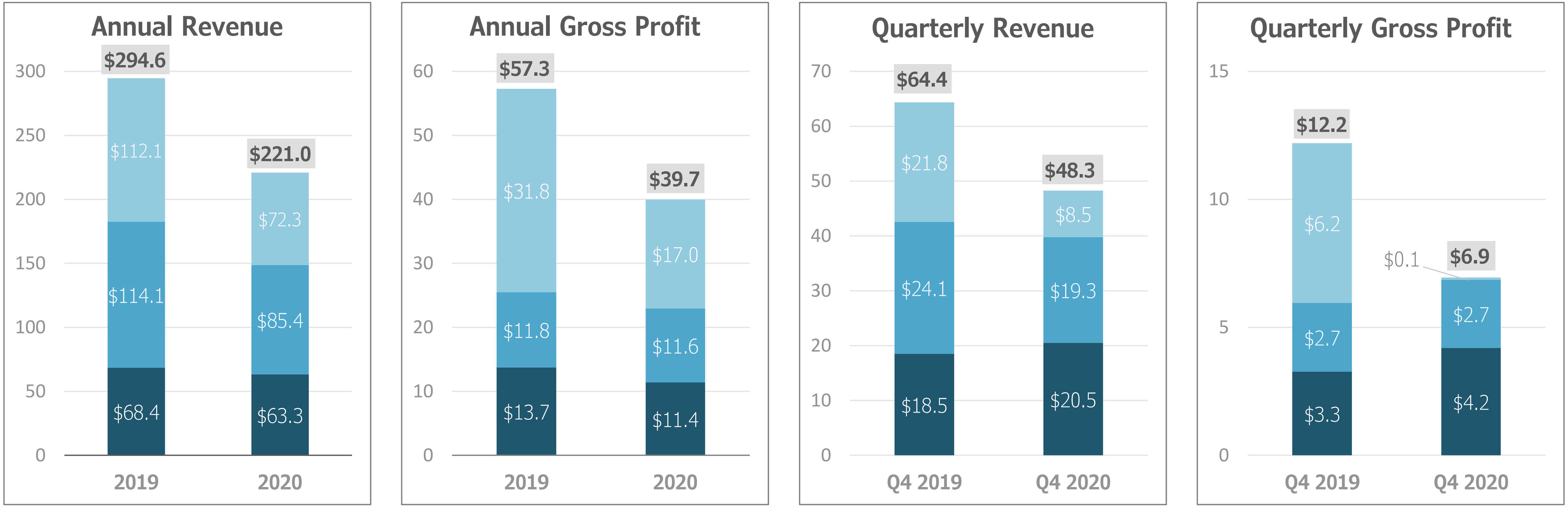




Note figures may not foot due to rounding.

LBFoster

Detailed Results

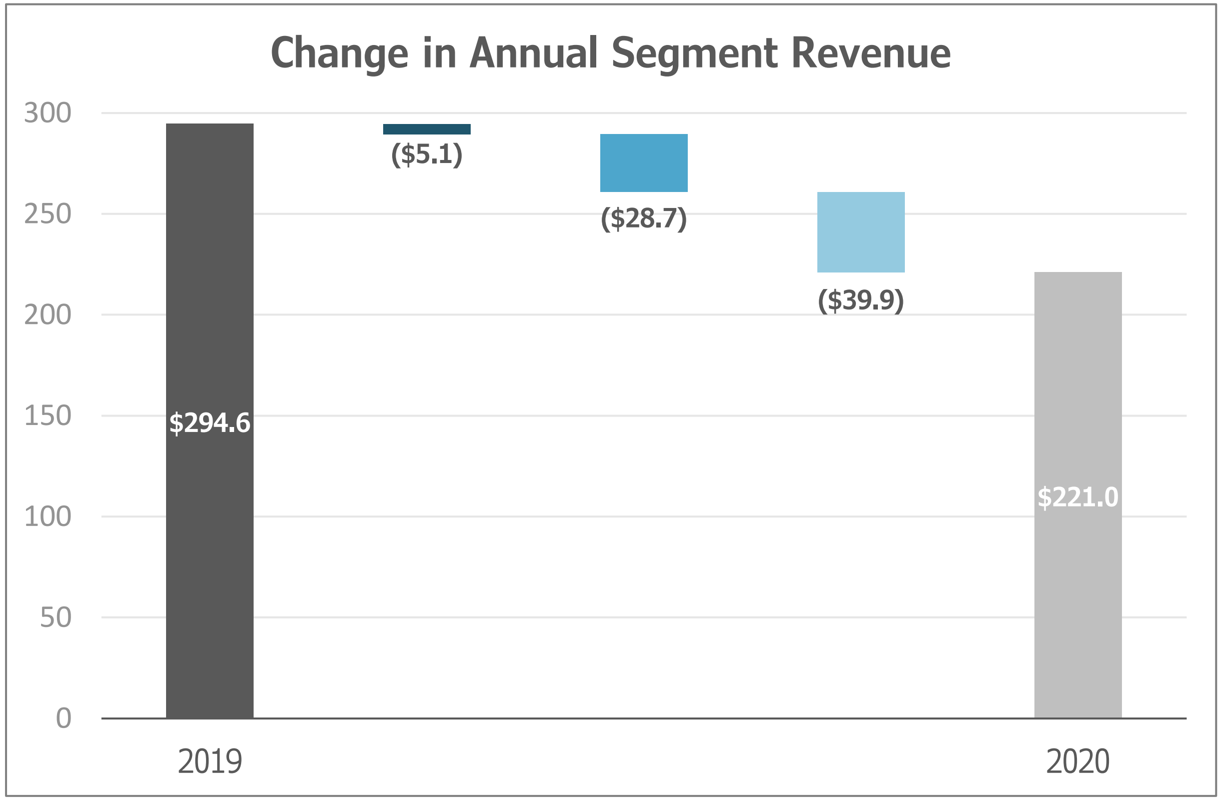


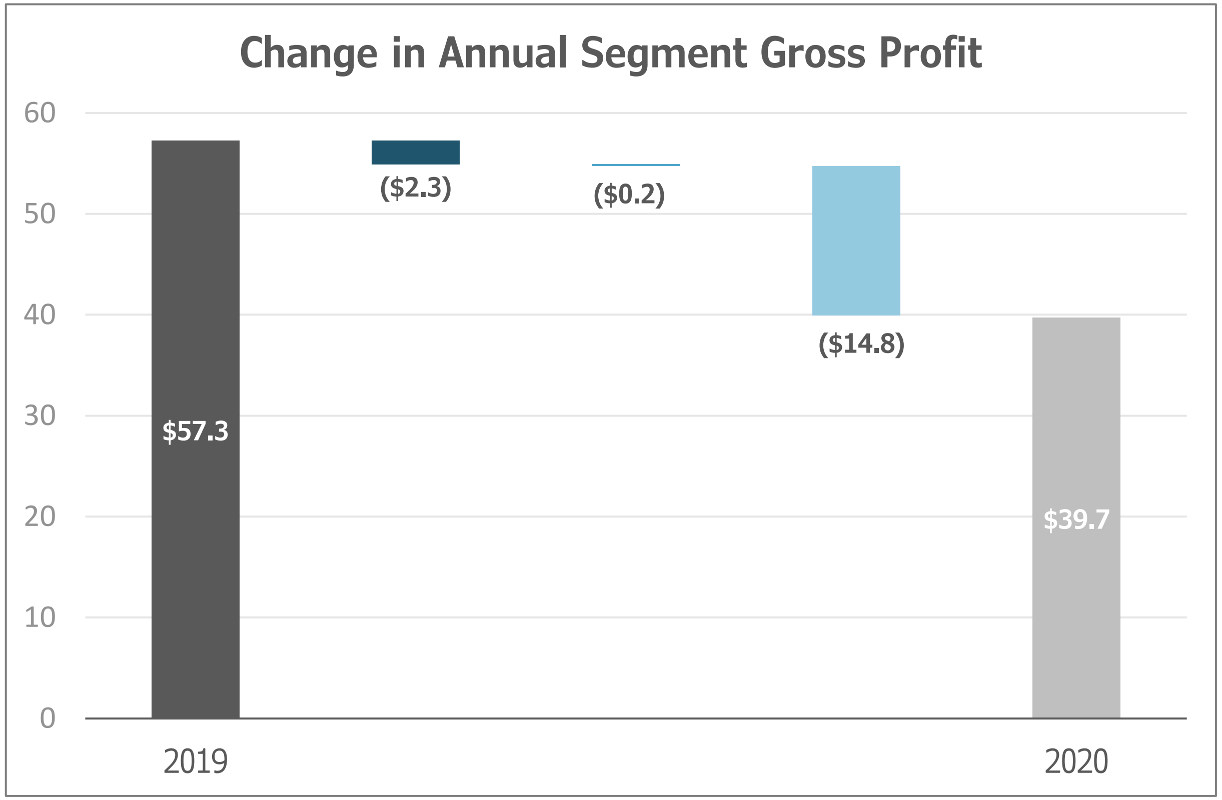
($ in millions)

Precast Concrete Products | Fabricated Steel Products | Coatings and Measurement

Note figures may not foot due to rounding.

Detailed Results – Year over Year



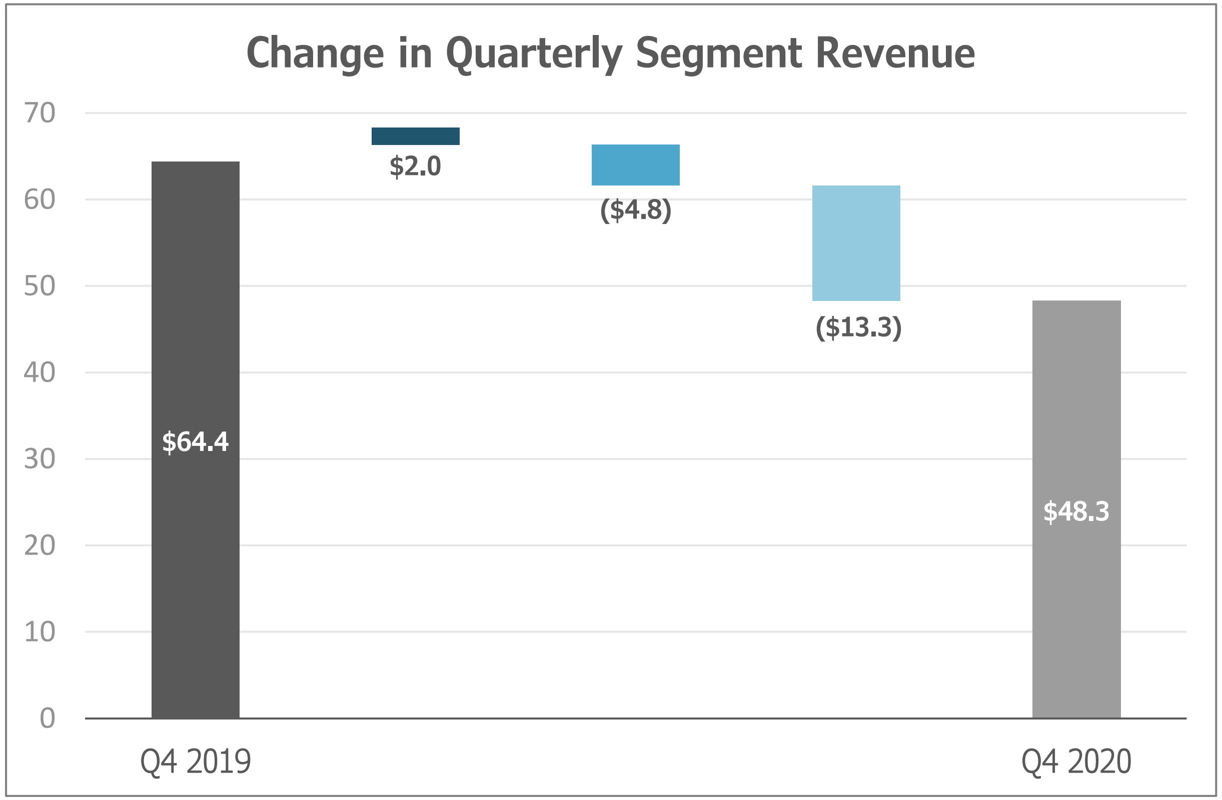


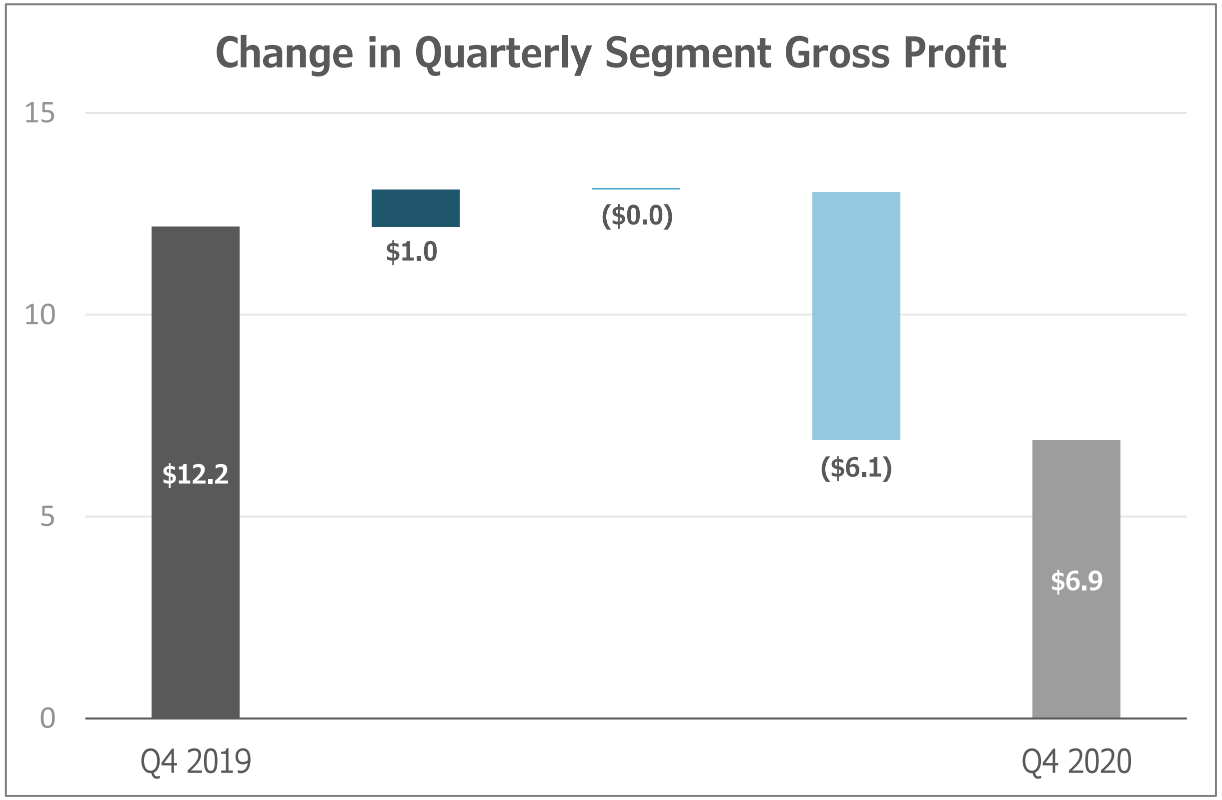
($ in millions)

Precast Concrete Products | Fabricated Steel Products | Coatings and Measurement

Note figures may not foot due to rounding.

Detailed Results – Quarter over Quarter





($ in millions)

Precast Concrete Products
Fabricated Steel Products
Coatings and Measurement

Note figures may not foot due to rounding.

LBFoster

APPENDIX

CONSOLIDATED

INCOME STATEMENT – Q4

LBFoster

($ in millions except per share data)	Three Months Ended December 31, 2020 $	% of Sales	Three Months Ended December 31, 2019 $	% of Sales	Delta $	%
Sales	$ 115.6	-	$ 141.3	-	$ (25.8)	(18.2%)
Gross profit	21.7	18.8%	28.2	20.0%	(6.5)	(23.1%)
SG&A	17.4	15.0%	19.7	13.9%	(2.3)	(11.6%)
Amortization expense	1.5	1.3%	1.5	1.1%	(0.0)	(2.7%)
Interest expense - net	0.9	0.8%	0.9	0.6%	0.0	4.4%
Other (income) expense - net	(0.2)	(0.2%)	3.7	2.6%	(3.9)	(104.9%)
Income from continuing operations before income taxes	2.1	1.8%	2.5	1.8%	(0.3)	(13.9%)
Income tax benefit	(0.1)	(0.1%)	(27.7)	(19.6%)	27.6	(99.5%)
Income from continuing operations	**$ 2.3**	**2.0%**	**$ 30.2**	**21.4%**	**$ (27.9)**	**(92.5%)**
Loss from discontinued operations before income taxes	**$ (0.4)**	**(0.4%)**	**$ (3.8)**	**(2.7%)**	**$ 3.4**	**(89.0%)**
Income tax (benefit) expense	**$ (0.2)**	**(0.2%)**	**$ 0.2**	**0.1%**	**$ (0.4)**	**
Loss from discontinued operations	**$ (0.2)**	**(0.2%)**	**$ (4.0)**	**(2.8%)**	**$ 3.8**	**(95.3%)**
Net income	**$ 2.1**	**1.8%**	**$ 26.3**	**18.6%**	**$ (24.2)**	**(92.0%)**
Diluted earnings per share	**$ 0.20**		**$ 2.46**		**$ (2.26)**	**(92.0%)**
EBITDA from continuing operations(1)	**$ 6.5**	**5.6%**	**$ 6.8**	**4.8%**	**$ (0.3)**	**(4.3%)**
Adjusted income from continuing operations(1)	**$ 2.5**	**2.2%**	**$ 3.5**	**2.5%**	**$ (1.0)**	**(27.5%)**
Adjusted diluted earnings per share from continuing operations(1)	**$ 0.24**		**$ 0.33**		**$ (0.09)**	**(27.3%)**
Adjusted EBITDA from continuing operations(1)	**$ 6.9**	**5.9%**	**$ 10.8**	**7.6%**	**$ (3.9)**	**(36.3%)**

(1) See non-GAAP reconciliation tables at the end of this presentation regarding non-GAAP measures used herein.
*** Results of this calculation not considered meaningful for purposes of this presentation.*
Note figures may not foot due to rounding.

LBFoster®

	Twelve Months Ended December 31, 2020		Twelve Months Ended December 31, 2019		Delta	
($ in millions except per share data)	$	% of Sales	$	% of Sales	$	%
Sales	$ 497.4	-	$ 616.4	-	$ (119.0)	(19.3%)
Gross profit	95.0	19.1%	120.9	19.6%	(25.9)	(21.4%)
SG&A	73.6	14.8%	82.5	13.4%	(8.9)	(10.8%)
Amortization expense	5.7	1.2%	6.4	1.0%	(0.7)	(11.1%)
Interest expense - net	3.8	0.8%	4.9	0.8%	(1.2)	(23.4%)
Other (income) expense - net	(2.1)	(0.4%)	2.9	0.5%	(5.0)	**
Income from continuing operations before income taxes	14.0	2.8%	24.1	3.9%	(10.2)	(42.1%)
Income tax benefit	(11.8)	(2.4%)	(23.8)	(3.9%)	12.0	(50.3%)
Income from continuing operations	**$ 25.8**	**5.2%**	**$ 48.0**	**7.8%**	**$ (22.2)**	**(46.2%)**
Loss from discontinued operations before income taxes	**$ (24.0)**	**(4.8%)**	**$ (6.7)**	**(1.1%)**	**$ (17.2)**	**
Income tax benefit	**$ (5.7)**	**(1.2%)**	**$ (1.3)**	**(0.2%)**	**$ (4.4)**	**
Loss from discontinued operations	**$ (18.2)**	**(3.7%)**	**$ (5.4)**	**(0.9%)**	**$ (12.8)**	**
Net income	**$ 7.6**	**1.5%**	**$ 42.6**	**6.9%**	**$ (35.0)**	**(82.2%)**
Diluted earnings per share	**$ 0.71**		**$ 4.00**		**$ (3.29)**	**(82.2%)**
EBITDA from continuing operations(1)	**$ 31.3**	**6.3%**	**$ 43.4**	**7.0%**	**$ (12.1)**	**(27.9%)**
Adjusted income from continuing operations(1)	**$ 10.5**	**2.1%**	**$ 21.3**	**3.5%**	**$ (10.8)**	**(50.8%)**
Adjusted diluted earnings per share from continuing operations(1)	**$ 0.98**		**$ 2.00**		**$ (1.02)**	**(51.0%)**
Adjusted EBITDA from continuing operations(1)	**$ 32.0**	**6.4%**	**$ 47.4**	**7.7%**	**$ (15.4)**	**(32.5%)**

(1) See non-GAAP reconciliation tables at the end of this presentation regarding non-GAAP measures used herein.
*** Results of this calculation not considered meaningful for purposes of this presentation.*
Note figures may not foot due to rounding.

SEGMENT
RESULTS – Q4

Sales	Three Months Ended December 31, 2020		Three Months Ended December 31, 2019		Delta	
($ in millions)	$	% of Sales	$	% of Sales	$	%
Rail Technologies and Services	67.3	58.2%	77.0	54.5%	(9.7)	(12.5%)
Infrastructure Solutions	48.3	41.8%	64.4	45.5%	(16.1)	(25.0%)
Total	**$ 115.6**		**$ 141.3**		**$ (25.8)**	**(18.2%)**

Segment Profit (Loss)	Three Months Ended December 31, 2020		Three Months Ended December 31, 2019		Delta	
($ in millions)	$	% Margin	$	% Margin	$	%
Rail Technologies and Services	5.6	8.3%	4.8	6.3%	0.8	15.9%
Infrastructure Solutions	(0.6)	(1.2%)	2.6	4.1%	(3.2)	(122.4%)
Segment Profit	**$ 5.0**	**4.3%**	**$ 7.4**	**5.3%**	**$ (2.4)**	**(32.8%)**
Corporate / Unallocated	(2.9)	(2.5%)	(5.0)	(3.5%)	2.1	(42.2%)
Pre-tax Income from Continuing Operations	**$ 2.1**	**1.8%**	**$ 2.5**	**1.8%**	**$ (0.3)**	**(13.9%)**

Note figures may not foot due to rounding.

SEGMENT
RESULTS – 12 MONTHS

LBFoster®

Sales	Twelve Months Ended December 31, 2020		Twelve Months Ended December 31, 2019		Delta	
($ in millions)	$	% of Sales	$	% of Sales	$	%
Rail Technologies and Services	276.4	55.6%	321.8	52.2%	(45.4)	(14.1%)
Infrastructure Solutions	221.0	44.4%	294.6	47.8%	(73.7)	(25.0%)
Total	**$ 497.4**		**$ 616.4**		**$ (119.0)**	**(19.3%)**

Segment Profit	Twelve Months Ended December 31, 2020		Twelve Months Ended December 31, 2019		Delta	
($ in millions)	$	% Margin	$	% Margin	$	%
Rail Technologies and Services	16.3	5.9%	19.6	6.1%	(3.3)	(16.9%)
Infrastructure Solutions	8.3	3.7%	23.6	8.0%	(15.4)	(65.1%)
Segment Profit	**$ 24.6**	**4.9%**	**$ 43.3**	**7.0%**	**$ (18.7)**	**(43.2%)**
Corporate / Unallocated	(10.6)	(2.1%)	(19.1)	(3.1%)	8.5	(44.6%)
Pre-tax Income from Continuing Operations	**$ 14.0**	**2.8%**	**$ 24.1**	**3.9%**	**$ (10.2)**	**(42.1%)**

Note figures may not foot due to rounding.

BALANCE SHEET
ASSETS

Assets	December 31, 2020	December 31, 2019
($ in millions)		
Current assets:		
Cash and cash equivelants	$ 7.6	$ 14.2
Accounts receivable - net	58.3	73.6
Inventories - net	116.5	118.5
Other current assets	13.0	4.1
Current assets from discontinued operations	-	6.3
Total current assets	**$ 195.3**	**$ 216.7**
Property, plant, and equipment - net	62.1	60.4
Operaring lease right-of-use assets - net	16.1	11.3
Other assets:		
Goodwill	20.3	19.6
Other intangibles - net	36.9	42.1
Other assets	39.7	20.6
Other assets of discontinued operations	-	34.5
Total assets	**$ 370.4**	**$ 405.2**

Note figures may not foot due to rounding.

BALANCE SHEET

LIABILITIES & EQUITY

Liabilities and Stockholders' Equity	December 31, 2020	December 31, 2019
($ in millions)		
Current liabilities:		
Accounts payable and accrued liabilities	94.9	108.2
Current maturities of long-term debt	0.1	2.9
Liabilities of discontinued operations	0.3	5.6
Total current liabilities	**$ 95.3**	**$ 116.7**
Long term debt	44.9	55.3
Other long-term liabilities	53.4	57.7
Long term liabilities of discontinued operations	-	5.6
Total stockholders' equity	176.8	169.9
Total liabilities and stockholders' equity	**$ 370.4**	**$ 405.2**

Note figures may not foot due to rounding.

CASH FLOWS

($ in millions)	Twelve months ended December 31, 2020	Twelve months ended December 31, 2019
Net income and other non-cash items from continuing operations	$ 36.5	$ 37.2
Receivables	15.7	3.4
Inventory	3.3	6.5
Payables and deferred revenue	(10.3)	(11.2)
Trade Working Capital subtotal	**$ 8.7**	**$ (1.4)**
Payment of accrued settlement	(8.0)	(10.0)
All other[1]	(16.7)	0.4
Net Cash Provided by Continuing Operating Activities	**$ 20.5**	**$ 26.2**
Capital expenditures	(9.2)	(6.0)
Net repayments from debt	(13.1)	(16.8)
All other[2]	(3.5)	(0.0)
Net cash (used by) provided by discontinued operations	(1.4)	2.7
Net (decrease) increase in cash	**$ (6.6)**	**$ 6.1**
Cash balance, end of period	**$ 7.6**	**$ 16.4**

Note figures may not foot due to rounding.

(1) Includes cash flows related to other assets, prepaid income tax, accrued payroll and employee benefits, and other liabilities.
(2) Includes cash flows related to acquisitions, treasury stock acquisitions, financing fees, and exchange rate changes impacts.

NON-GAAP

EBITDA FROM CONTINUING OPS

LBFoster®

($ in millions)	Three Months Ended December 31, 2020	Three Months Ended December 31, 2019	Twelve Months Ended December 31, 2020	Twelve Months Ended December 31, 2019
Net income from continuing operations, as reported	$ 2.3	$ 30.2	$ 25.8	$ 48.0
Interest expense, net	0.9	0.9	3.8	4.9
Income tax benefit	(0.1)	(27.7)	(11.8)	(23.8)
Depreciation expense	2.0	2.0	7.9	7.9
Amortization expense	1.5	1.5	5.7	6.4
Total EBITDA from continuing operations	**$ 6.5**	**$ 6.8**	**$ 31.3**	**$ 43.4**
Relocation and restructuring costs	0.3	1.8	2.5	1.8
Distribution from unconsolidated partnership	-	-	(1.9)	-
U.S. pension settlement expense	-	2.2	-	2.2
Adjusted EBITDA from continuing operations	**$ 6.9**	**$ 10.8**	**$ 32.0**	**$ 47.4**

Note figures may not foot due to rounding.

NON-GAAP

EBITDA FROM CONTINUING OPS

LBFoster®

	Year Ended			
($ in millions)	December 31, 2017	December 31, 2018	December 31, 2019	December 31, 2020
Net income (loss) from continuing operations, as reported	$ 6.8	$ (30.6)	$ 48.0	$ 25.8
Interest expense, net	8.1	6.1	4.9	3.8
Income tax expense (benefit)	7.2	6.0	(23.8)	(11.8)
Depreciation expense	9.3	8.1	7.9	7.9
Amortization expense	6.9	7.0	6.4	5.7
Total EBITDA from continuing operations	**$ 38.3**	**$ (3.4)**	**$ 43.4**	**$ 31.3**
Litigation Settlement	-	43.4	-	-
Relocation and restructuring costs	-	-	1.8	2.5
Distribution from unconsolidated partnership	-	-	-	(1.9)
U.S. pension settlement expense	-	-	2.2	-
Adjusted EBITDA from continuing operations	**$ 38.3**	**$ 40.0**	**$ 47.4**	**$ 32.0**

Note figures may not foot due to rounding.

NON-GAAP

ADJUSTED INCOME FROM CONTINUNG OPS

LBFoster®

($ in millions)	Three Months Ended December 31, 2020	Three Months Ended December 31, 2019	Twelve Months Ended December 31, 2020	Twelve Months Ended December 31, 2019
Net income from continuing operations, as reported	$ 2.3	$ 30.2	$ 25.8	$ 48.0
Relocation and restructuring costs, net of tax benefit of $0.1, $0.4, $0.6, and $0.4, respectively	$ 0.3	$ 1.3	$ 1.9	$ 1.3
Distribution from unconsolidated partnership, net of tax expense of $0.0, $0.0, $0.4, and $0.0, respectively	$ -	$ -	$ (1.4)	$ -
Income tax benefits resulting from the divestiture of IOS	$ -	$ -	$ (15.8)	$ -
U.S pension settlement expense, net of tax expense of $0.0, $0.6, $0.0, and $0.6, respectively	$ -	$ 1.6	$ -	$ 1.6
Deferred tax asset valuation allowance reversal	$ -	$ (29.6)	$ -	$ (29.6)
Adjusted net income from continuing operations	**$ 2.5**	**$ 3.5**	**$ 10.5**	**$ 21.3**
Average number of common shares outstanding - Diluted, as reported	10.7	10.7	10.7	10.6
Diluted earnings per common share from continued operations, as reported	$ 0.21	$ 2.83	$ 2.42	$ 4.51
Diluted earnings per common share from continued operations, as adjusted	**$ 0.24**	**$ 0.33**	**$ 0.98**	**$ 2.00**

Note figures may not foot due to rounding.

NON-GAAP
ADJUSTED INCOME FROM CONTINUNG OPS

LBFoster®

	Twelve Months Ended			
($ in millions)	December 31, 2017	December 31, 2018	December 31, 2019	December 31, 2020
Net income from continuing operations, as reported	$ 6.8	$ (30.6)	$ 48.0	$ 25.8
Concrete Tie Settlement expense, net of tax of $0.0	-	43.4	-	-
U.S. pension settlement expense, net of tax benefit of $0.6	-	-	1.6	-
Relocation and restructuring costs, net of tax benefit of $0.4 and $1.0	-	-	1.3	1.9
Deferred tax asset valuation allowance reversal	-	-	(29.6)	-
Distribution from unconsolidated partnership, net of tax expense of $0.4	-	-	-	(1.4)
Income tax benefits resulting from the divestiture of IOS	-	-	-	(15.8)
Adjusted net income from continuing operations	**$ 6.8**	**$ 12.8**	**$ 21.3**	**$ 10.5**
Average number of common shares outstanding - Diluted, as reported	10.5	10.4	10.6	10.7
Diluted earnings per common share from continued operations, as reported	$ 0.65	$ (2.95)	$ 4.51	$ 2.42
Average number of common shares outstanding - Diluted, as adjusted	10.5	10.5	10.6	10.7
Diluted earnings per common share from continued operations, as adjusted	**$ 0.65**	**$ 1.22**	**$ 2.00**	**$ 0.98**

Note figures may not foot due to rounding.

NON-GAAP

FINANCIAL MEASURES: NET DEBT

	December 31, 2020	December 31, 2019	December 31, 2018	December 31, 2017
($ in millions)				
Total debt	$ 45.0	$ 58.2	$ 75.0	$ 130.0
Less cash and cash equivalents	(7.6)	(14.2)	(10.3)	(37.7)
Total net debt	**$ 37.5**	**$ 44.0**	**$ 64.7**	**$ 92.3**

Note figures may not foot due to rounding.