L.B. Foster Company
Q3 2023 Earnings Presentation

Nasdaq - FSTR

November 7, 2023

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 presentation 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 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: 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 continuation or worsening of the adverse economic conditions in the markets we serve, including recession, the continued volatility 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 decrease in freight or transit rail traffic; environmental matters, including any costs associated with any remediation and monitoring of such matters; 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 dispositions of the Track Components, Chemtec, and Ties businesses, and acquisitions of the Skratch Enterprises Ltd., Intelligent Video Ltd., and VanHooseCo Precast LLC businesses and to realize anticipated benefits; costs of and impacts associated with shareholder activism; the timeliness and availability of materials from our major suppliers, 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; cybersecurity risks such as data security breaches, malware, ransomware, “hacking,” and identity theft, 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 effectiveness of our ongoing 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 SOFR 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; geopolitical conditions, including the conflict in Ukraine and Israel; 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, 2022, or as updated and/or amended by our other current or periodic filings with the Securities and Exchange Commission.

All information in this presentation speaks only as of November 7, 2023, 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”)
- Earnings before interest, taxes, depreciation, amortization, and certain charges (“Adjusted EBITDA”)
- Net debt
- Gross Leverage Ratio per the Company’s credit agreement
- Funding capacity
- New orders
- Book-to-bill ratio
- Backlog
- Free cash flow
- Other certain metrics, as indicated, adjusted for non-routine items

The Company believes that EBITDA 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. Adjusted EBITDA adjusts for certain charges to net income and EBITDA that the Company believes are unusual, non-recurring, unpredictable, or non-cash. In 2023, the Company made adjustments to exclude expenses from the bridge grid deck product line, bad debt provision for customer bankruptcy, the loss on divestitures, and VanHooseCo contingent consideration. In 2022, the Company made adjustments to exclude the loss (gain) on divestitures, acquisition and divestiture related costs, Crossrail project settlement amount, gain from insurance proceeds, contingent consideration and inventory adjustments for the fair value amortization associated with the VanHooseCo acquisition. The Company views net debt, which is total debt less cash and cash equivalents, and the Gross Leverage Ratio, as defined in the Second Amendment to its Fourth Amended and Restated Credit Agreement dated August 12, 2022, and the Fourth Amended and Restated Credit Agreement dated August 13, 2021, as important metrics of the operational and financial health of the organization and believe they are useful to investors as indicators of its ability to incur additional debt and to service its existing debt. The Company defines new orders as a contractual agreement between the Company and a third-party in which the Company will, or has the ability to, satisfy the performance obligations of the promised products or services under the terms of the agreement. The Company defines book-to-bill ratio as new orders divided by sales. The Company defines backlog as contractual commitments to customers for which the Company’s performance obligations have not been met, including with respect to new orders and contracts for which the Company has not begun any performance. Management utilizes new orders, book-to-bill ratio, and backlog to evaluate the health of the industries in which the Company operates, the Company’s current and future results of operations and financial prospects, and strategies for business development. The Company believes that new orders and backlog are useful to investors as supplemental metrics by which to measure the Company’s current performance and prospective results of operations and financial performance. The Company discloses free cash flow as it is a non-GAAP measure used by both analysts and management, as it provides 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. The Company excluded the impact of portfolio changes and certain non-routine costs in 2023 and 2022 as adjusting for these items provides visibility to the performance of its base business that is useful to investors.

The Company has not reconciled the forward-looking adjusted EBITDA to the most directly comparable GAAP measure because this cannot be done without unreasonable effort due to the variability and low visibility with respect to certain costs, the most significant of which are acquisition and divestiture-related costs and impairment expense. These underlying expenses and others that may arise during the year are potential adjustments to future earnings. The Company expects the variability of these items to have a potentially unpredictable, and a potentially significant, impact on our future GAAP financial results.

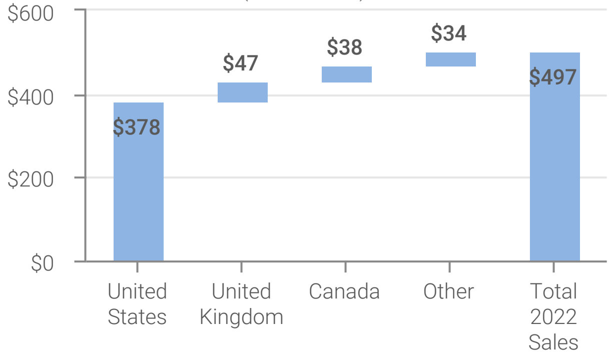
Non-GAAP financial measures are not a substitute for GAAP financial results and should only be considered in conjunction with the Company's financial information that is presented in accordance with GAAP. Quantitative reconciliations of EBITDA, adjusted EBITDA, net debt, funding capacity, and adjustments to segment results to exclude portfolio actions and one-time adjustments made are included in this presentation.

L.B. Foster Overview

Innovating to solve global infrastructure challenges

- Founded in 1902, headquartered in Pittsburgh, Pennsylvania
- Locations throughout **North America, South America, Europe, and Asia**
- **36** plants, yards, and offices; **~1,100** employees worldwide[2]
- Critical **infrastructure solutions provider** focused on growing our innovative, **technology**-based offerings to address our customers' most challenging operating and **safety** requirements

2022 Sales by Region
($ in millions)



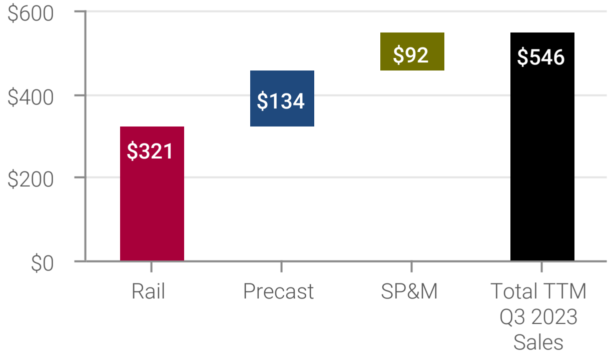
2023 Full Year Guidance	Low	High
Revenue	$ 530	$ 540
YoY Growth	7 %	9 %

Adj. EBITDA[1]	$ 29	$ 31
YoY Growth	20 %	28 %

Business Segments

Rail, Technologies, and Services	Precast Concrete Products	Steel Products and Measurement
		

TTM Q3 2023 Sales by Segment
($ in millions)



September 30, 2023 Financial Data	
Stock Price	$ 18.91
Shares Outstanding	11
Market Capitalization	$ 208
Debt	$ 72
Cash	$ 3
Enterprise Value	$ 277

TTM Revenue	$ 546
TTM Adj. EBITDA[1]	$ 33
EV / Revenue	0.5
EV / Adj. EBITDA[1]	8.4

Covenant Leverage	2.0x

Data shown above in millions, except stock price and ratios.

1) *Refer to safe harbor disclaimer slide and related reconciliations within the appendix regarding non-GAAP measures.*
2) *Location and employee data as of December 31, 2022.*
Note figures may not foot due to rounding.

Opening Remarks

John Kasel

President and CEO

Executive Summary – Quarter Highlights

Momentum by LBFoster

What we've accomplished…

Where we're going…

Net sales of $145.3M up 11.8% YoY (up 10.0% adjusted for non-routine items[1]); 12.6% adjusted organic growth[1]

Gross profit of $28.2M, up 22.2% YoY (12.1%[1] as adjusted); adjusted gross margins[1] of 21.2% up 40 bps YoY

$10.6M in adjusted EBITDA[1] up 14.2% YoY

Net income of $0.5M favorable $2.6M YoY despite $4.1M in costs from product line exit

Net debt[1] down $16.9M in Q3 to $68.7M due to strong operating cash flow of $18.6M for the quarter

Gross Leverage Ratio[1] improved to 2.0x, down from 3.3x last year

Orders and Backlog Remain Healthy

New orders[1] of $100.3M; Q3 TTM book-to-bill ratio[1] was 1.03:1.00 indicating expanded order book

Backlog[1,2] remains healthy at $243.2M; YoY decline due to divestitures and product line exit

2023 Guidance Midpoints Reaffirmed

Net sales
$530M - $540M
(previously $520M - $550M)

Adjusted EBITDA[1]
$29M - $31M
(previously $28M - $32M)

Strategy execution on track to deliver 2025 financial goals

Adjusted results reflect ongoing profitability improvement and strong cash flow

1) *Refer to safe harbor disclaimer slide and related reconciliations within the appendix regarding non-GAAP measures.*
2) *Q3 2023 backlog reflects a $32.7M decline from divestitures of Ties and Chemtec and and the discontinued bridge grid deck product line.*

Financial Review

Bill Thalman

Executive Vice President and CFO

LBFoster®

Third Quarter Results

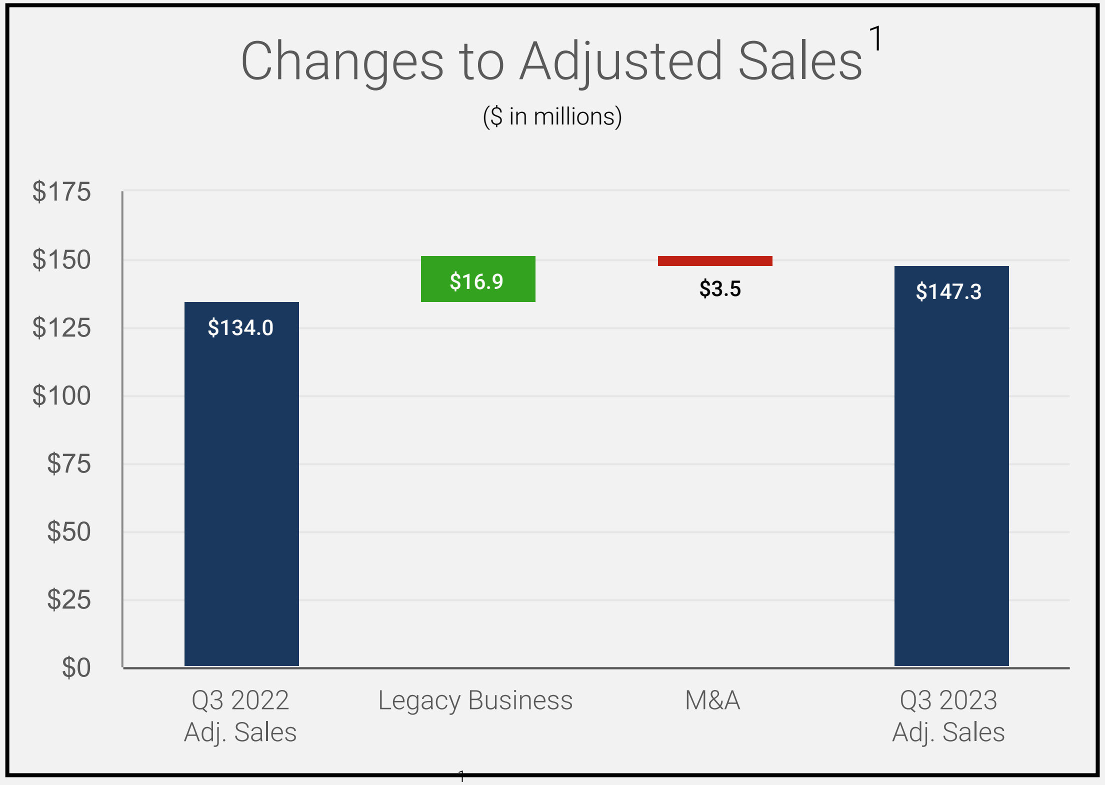
As of and for the quarter ended September 30, 2023: $ in millions, unless otherwise noted		YoY Δ
SALES	145.3	15.3
GROSS PROFIT	28.2	5.1
GROSS PROFIT MARGIN	19.4%	160 bps
SG&A	24.2	1.5
NET INCOME ATTRIB. TO FSTR	0.5	2.6
ADJ. EBITDA[1]	10.6	1.3
OPERATING CASH FLOW	18.6	24.1
NEW ORDERS[1]	100.3	(37.0)
BACKLOG[1,2]	243.2	(29.6)

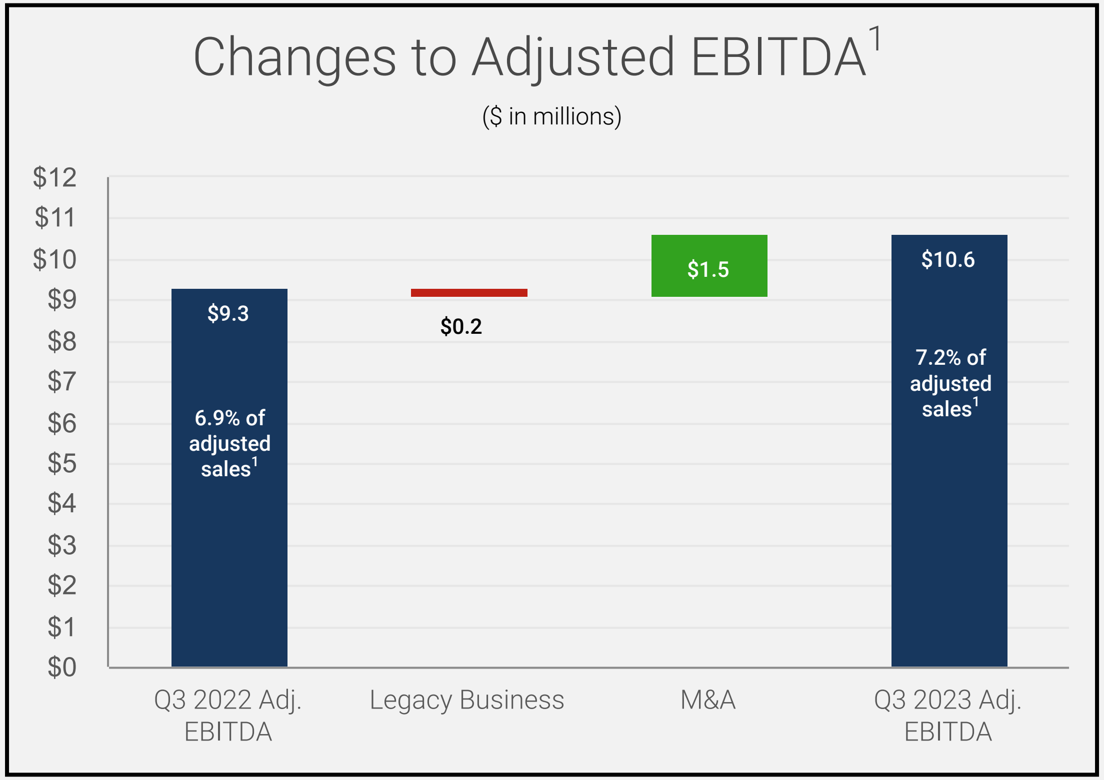
- Adjusted net sales[1] up 12.6% organically and 2.2% from acquisitions, partially offset by 4.8% decline from divestitures
- Adjusted gross profit[1] up 12.1% with adjusted margins[1] expanding 40 bps to 21.2% due to portfolio transformation, uplift in sales, and improved mix and pricing
- SG&A increased due to wages and incentive costs and $0.9M U.K. bad debt provision
- Net income attributable to the Company improved $2.6M on improved gross profit
- Cash provided by operations increased to $18.6M for the highest quarterly level in 4 years
- Adjusted EBITDA[1] of $10.6M up 14.2% YoY

Continuing momentum in performance drove strong improvement in profitability and cash flow

1) Refer to safe harbor disclaimer slide and related reconciliations within the appendix regarding non-GAAP measures.
2) Q3 2023 backlog reflects a $32.7M decline from divestitures of Ties and Chemtec and the discontinued bridge grid deck product line.

Year over Year Increase in Adj. Sales[1] and Adj. EBITDA[1]



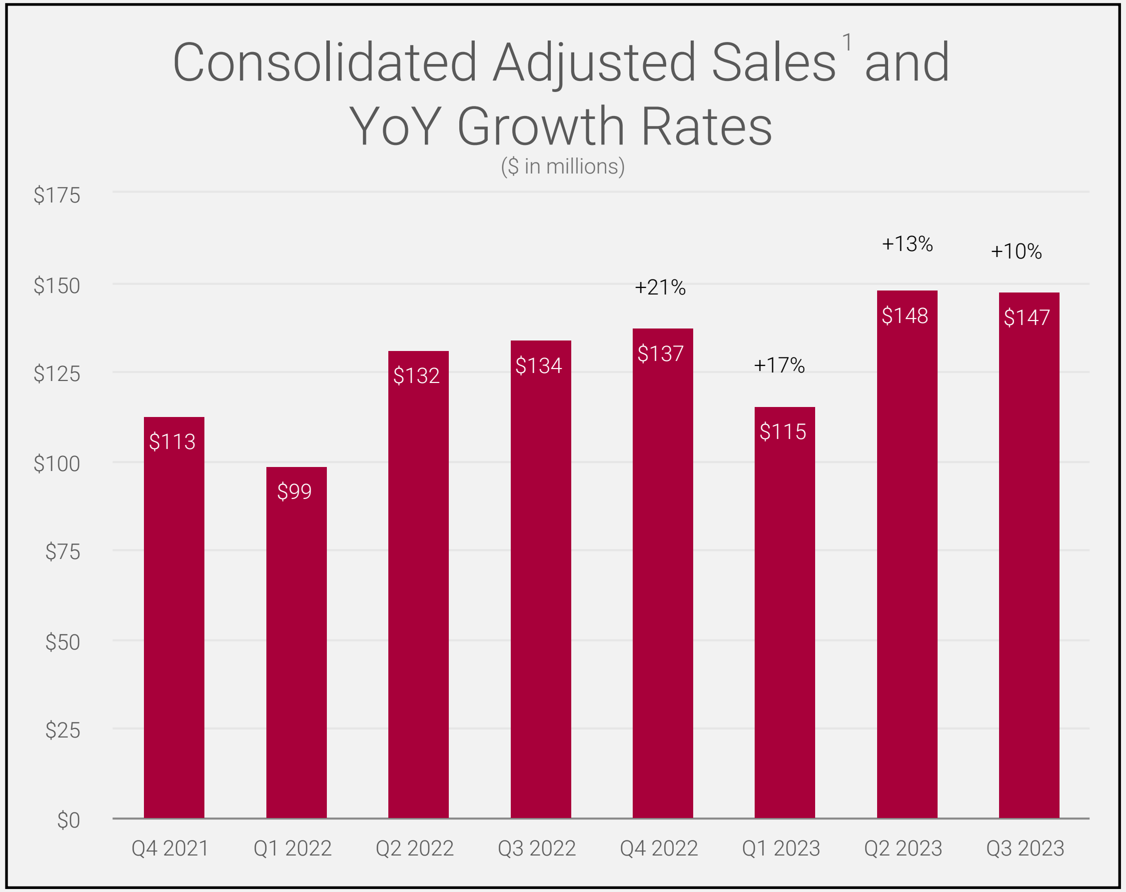


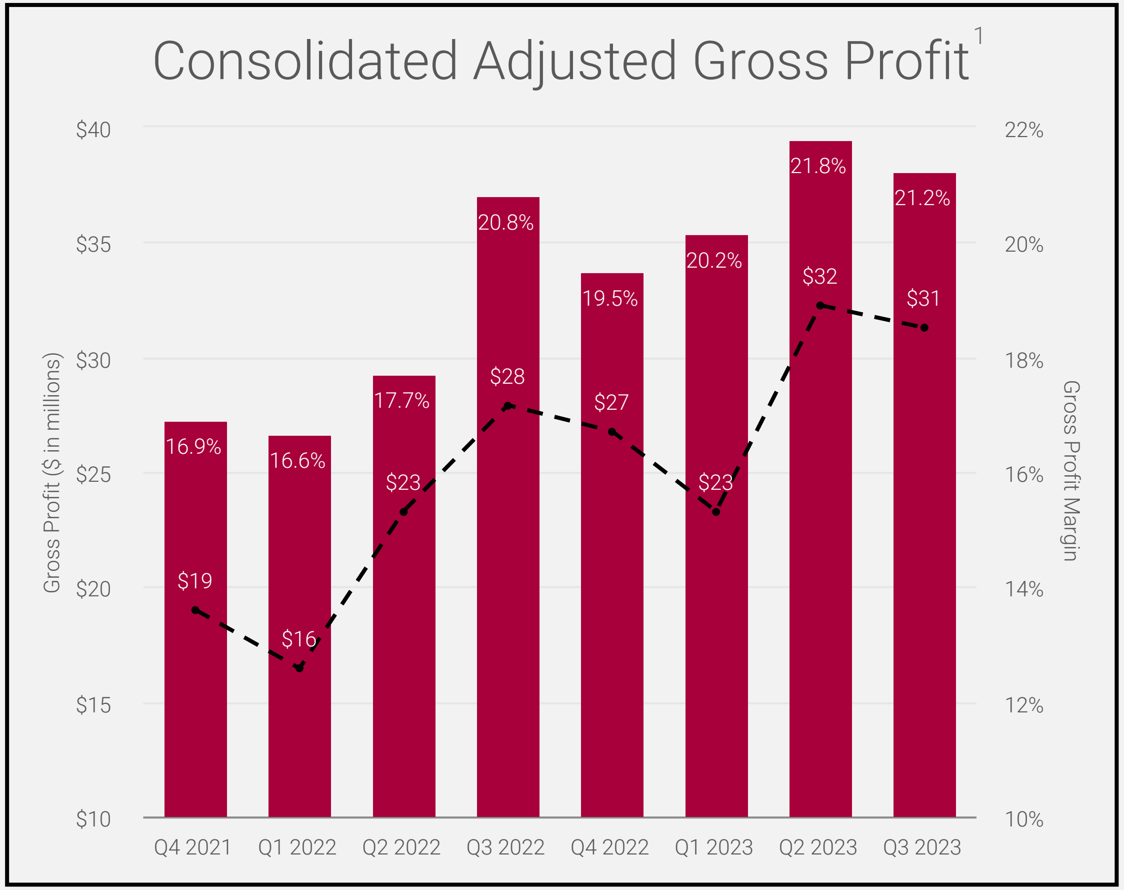
Strong leverage from net M&A activity delivered profitability expansion year over year

$ in millions unless otherwise indicated. Figures may not foot due to rounding.

1) *Refer to safe harbor disclaimer slide and related reconciliations within the appendix regarding non-GAAP measures.*

Sales and Gross Profit Trend – Trailing 4 Quarters





Four consecutive quarters of double-digit growth and adjusted margin expansion year over year

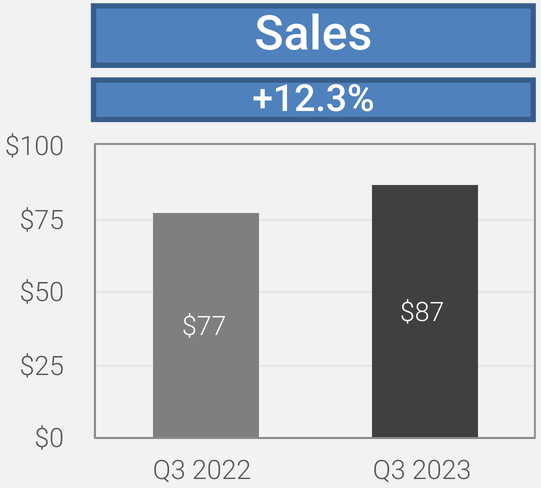
$ in millions unless otherwise indicated. Figures may not foot due to rounding.

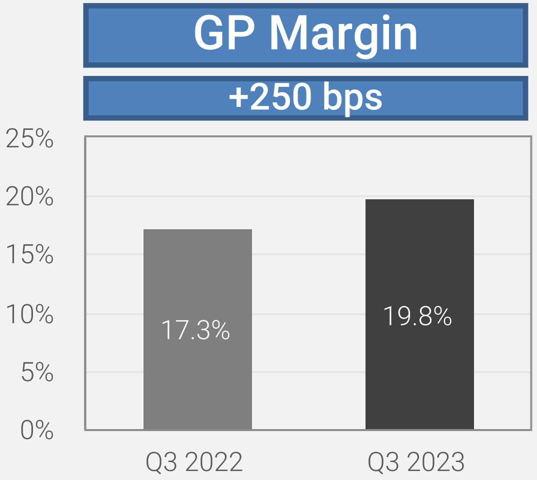
1) *Refer to safe harbor disclaimer slide and related reconciliations within the appendix regarding non-GAAP measures.*

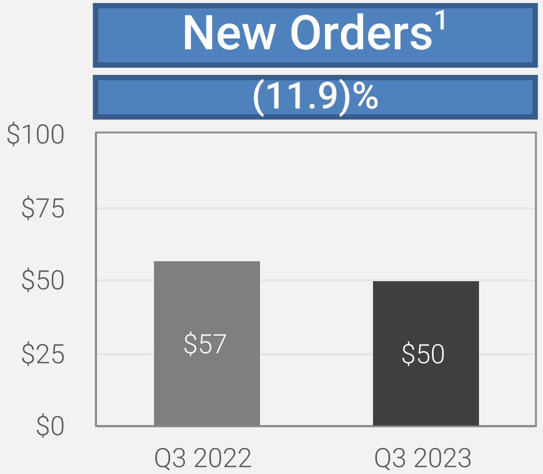
Rail, Technologies, and Services – Q3 Results

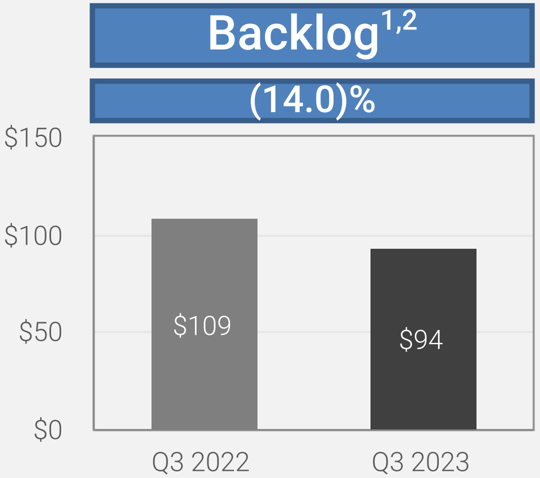
Focus on rail safety / infrastructure improving domestic demand; U.K. market remains challenging

- Net sales, adjusted for the 2022 Crossrail settlement[1], increased by 6.8% (9.3% organically[1] offset by a 2.5% decline from divestitures)
- Adjusted margins[1] decreased 150 basis points on softness in the U.K. business partially offset by improvements in Rail Products
- New orders[1] and backlog[1,2] declines due to divestitures and softer orders in Rail Products after a strong second quarter, partially offset by increases in the Technology Services and Solutions business









$ in millions unless otherwise indicated. Figures may not foot due to rounding.

1) *Refer to safe harbor disclaimer slide and related reconciliations within the appendix regarding non-GAAP measures.*

2) *Q3 2023 backlog reflects a $7.1M decline from the divestiture of Ties.*

Precast Concrete Products – Q3 Results

Improved margin due legacy sales volume and profitability initiatives coupled with accretive VanHooseCo sales

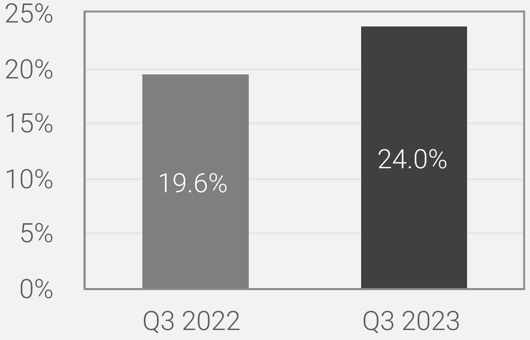
- Net sales increased 24.2% organically and 9.7% from the VanHooseCo acquisition
- Adjusting for the 2022 non-routine $0.9M purchase accounting expense for VanHooseCo, gross margin[1] improved 150 bps YoY due to increased sales and improved product mix and pricing in the legacy business coupled with the accretive impact of VanHooseCo
- New orders[1] and backlog[1] decreased slightly due to timing of orders in the legacy Precast business

Sales

+33.9%

GP Margin

+440 bps



New Orders[1]

(10.8)%

Backlog[1]

(7.2)%

$ in millions unless otherwise indicated. Figures may not foot due to rounding.

1) *Refer to safe harbor disclaimer slide and related reconciliations within the appendix regarding non-GAAP measures.*

Steel Products and Measurement – Q3 Results

Reported sales and margin impacted by announced exit of bridge grid deck product line

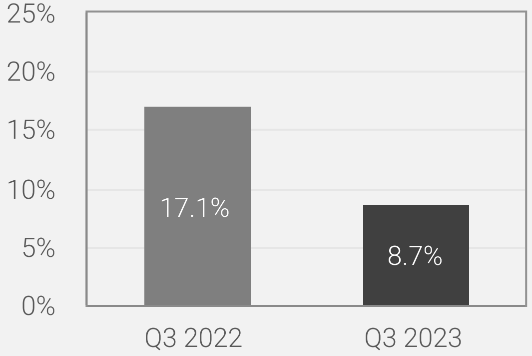
- Net sales include adverse impact of $2.0M from bridge grid deck product line exit; Adjusting for this non-routine item, organic sales[1] grew 9.6%, offset by 18.0% decline from Chemtec divestiture
- Gross profit adversely impacted $3.1M from bridge grid deck product line exit. Gross margins adjusted for product line exit[1] expanded 480 basis points
- New orders[1] and backlog[1] down due to divestiture and product line exit offsetting strength in legacy business; PY orders included ~$19M Summit pipeline order

Sales

(16.7)%

GP Margin

(840) bps



New Orders[1]

(53.9)%

Backlog[1,2]

(10.5)%

$ in millions unless otherwise indicated. Figures may not foot due to rounding.

1) *Refer to safe harbor disclaimer slide and related reconciliations within the appendix regarding non-GAAP measures.*

2) *Q3 2023 backlog reflects a $25.7M decline from the divestiture of Chemtec and the discontinued bridge grid deck product line.*

Year to Date Results

As of and for the nine months ended September 30, 2023: $ in millions, unless otherwise stated		YoY Δ
SALES	408.9	48.5
GROSS PROFIT	83.8	20.9
GROSS PROFIT MARGIN	20.5%	310 bps
SG&A	70.1	10.8
NET INCOME ATTRIB. TO FSTR	1.9	3.5
ADJ. EBITDA[1]	25.7	9.0
OPERATING CASH FLOW	15.3	34.1
NEW ORDERS[1]	423.5	9.4
BACKLOG[1,2]	243.2	(29.6)

- Adjusted net sales[1] increased 12.6% organically and 5.4% from acquisitions, offset by a 5.2% decline from divestitures
- Adjusted gross profit[1] increased 250 bps from portfolio changes and an uplift from sales volumes, product mix and pricing
- SG&A as a percent of sales increased to 17.1% due to increased personnel / variable incentive costs, a $0.9M customer bad debt provision, and the net impact of portfolio actions
- Adjusted EBITDA[1] up $9.0M, or 53.9% YoY
- New orders[1] up 2.3% despite divestitures; backlog[1,2] levels remain healthy despite declines due to divestitures and product line exit

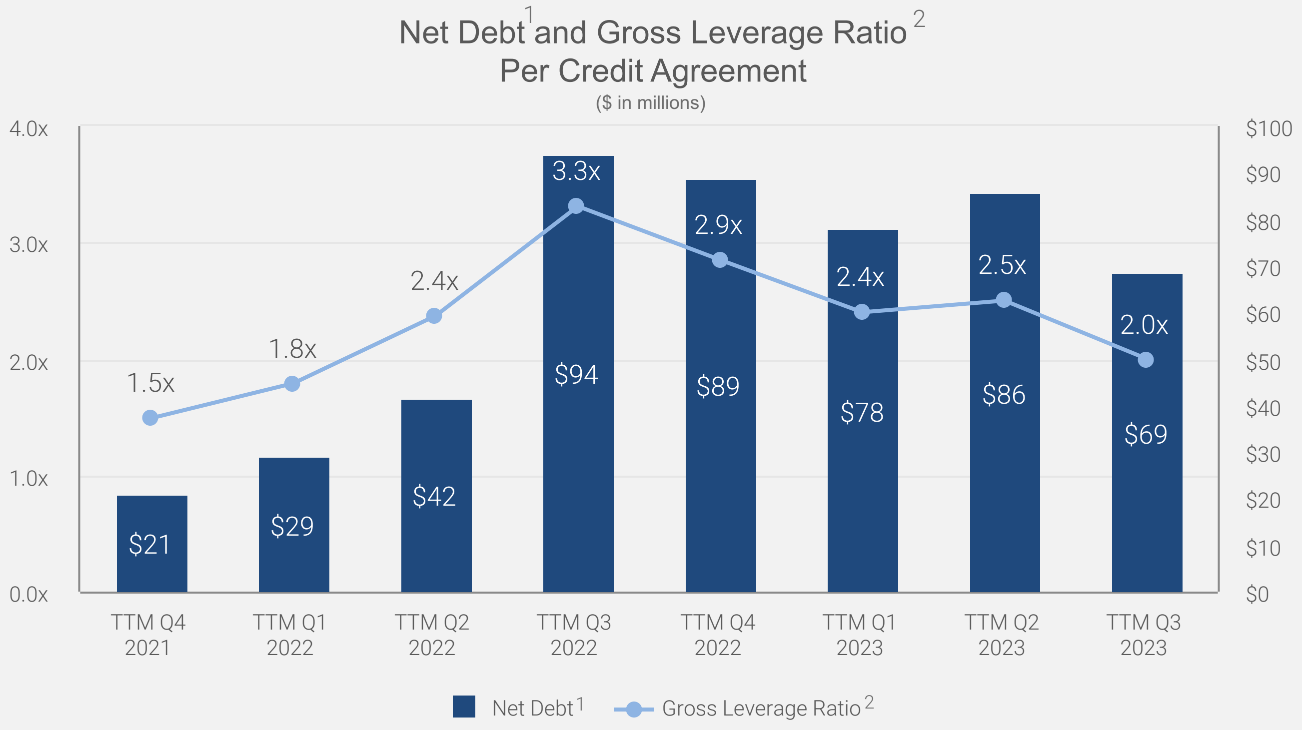
Year-to-date performance reflects impact of structural change in profitability drivers

1) *Refer to safe harbor disclaimer slide and related reconciliations within the appendix regarding non-GAAP measures.*
2) *Q3 2023 backlog reflects a $32.7M decline from divestitures of Ties and Chemtec and the discontinued bridge grid deck product line.*

Net Debt[1], Leverage, and Capital Allocation

Strengthening free cash flow in line with improved profitability and capital-light business model

- Strongest quarterly operating cash flow in four years drove substantial decline in net debt[1] and improved Gross Leverage Ratio[2]
- Demonstrated history of diligent debt and leverage management over time
- Capital-light business model with significant free cash flow[1] drivers in place
- Union Pacific warranty settlement to be fulfilled in 2024
- ~$100M in federal NOLs should minimize taxes for the foreseeable future
- Opportunistic execution on $15M share repurchase program aligned with capital allocation priorities; $0.9M repurchased to date (~0.6% of o/s shares)



September 30, 2023
Key Metrics

2.0x	$58.9M	$15.3M	$2.8M
Gross Leverage Ratio[1]	Funding Capacity[1,3]	YTD Operating Cash	YTD Capital Spending

1) *Refer to safe harbor disclaimer slide and related reconciliations within the appendix regarding non-GAAP measures.*
2) *Gross leverage ratio shown calculated per the credit agreement in place during the displayed quarter.*
3) *Subject to covenant restrictions.*

Capital Allocation Priorities

Relentless pursuit of shareholder returns

Capital Allocation

Debt Reduction

- Target maintaining Gross Leverage Ratio[1] at ~2.0x; improving free cash flow outlook provides opportunities for further growth and shareholder returns

Share Repurchases

- Repurchased ~0.6% of outstanding shares since program inception; $14.1M authorization remaining through February 2026

Dividends

- Potential for ordinary or special dividends as free cash flow improves in coming years

Investment for Growth

Growth Capital Expenditures

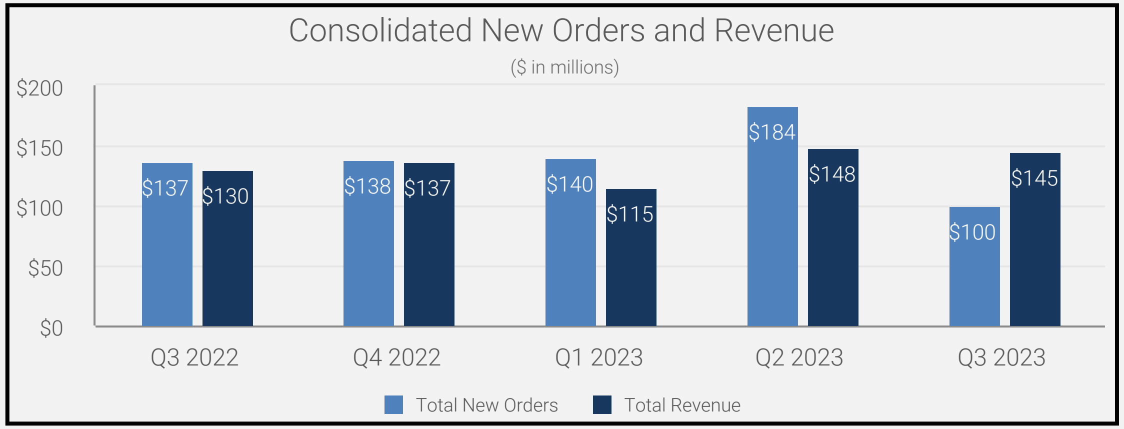
- Targeting 1.5% - 2.0% of sales to support organic growth initiatives with high returns, quick paybacks

Tuck In Acquisitions

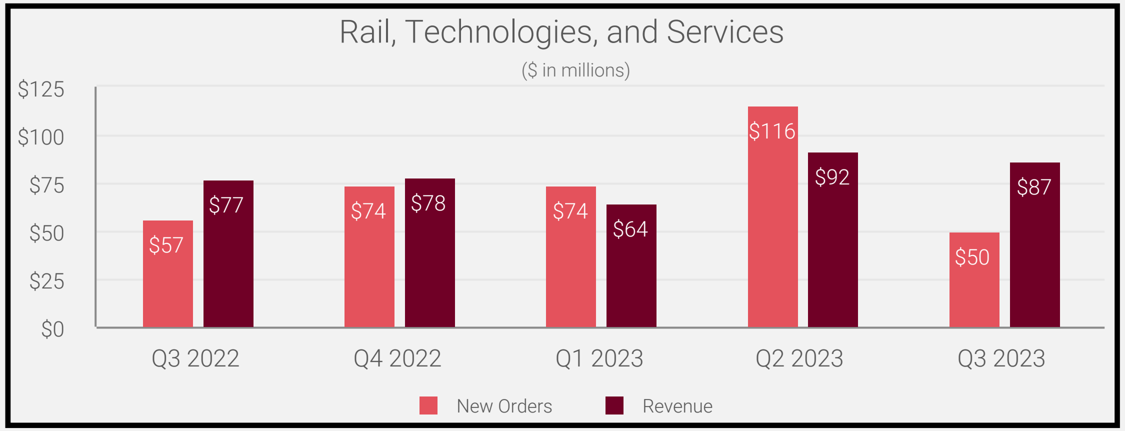
- Continue to opportunistically evaluate strategic partnerships that enhance our current portfolio

1) Refer to safe harbor disclaimer slide and related reconciliations within the appendix regarding non-GAAP measures.

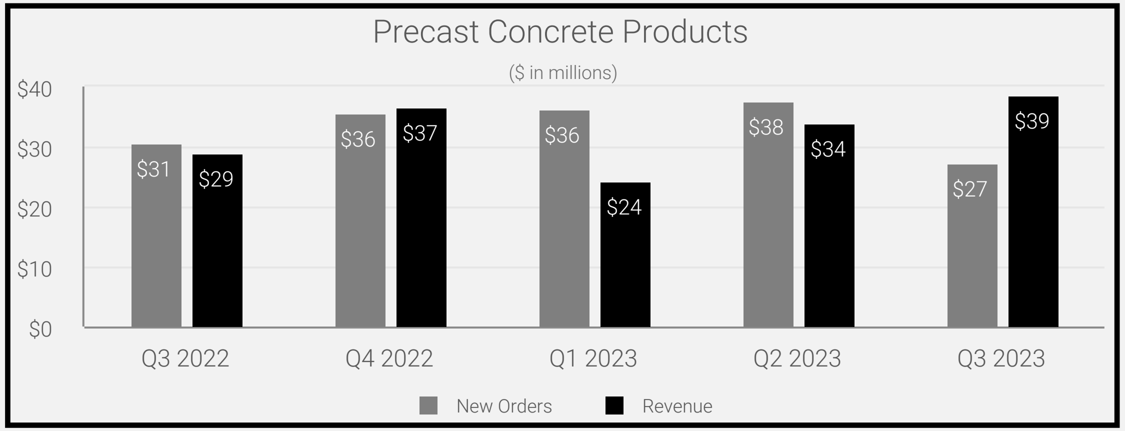
New Orders[1], Revenue and Book-to-Bill Ratios[1]



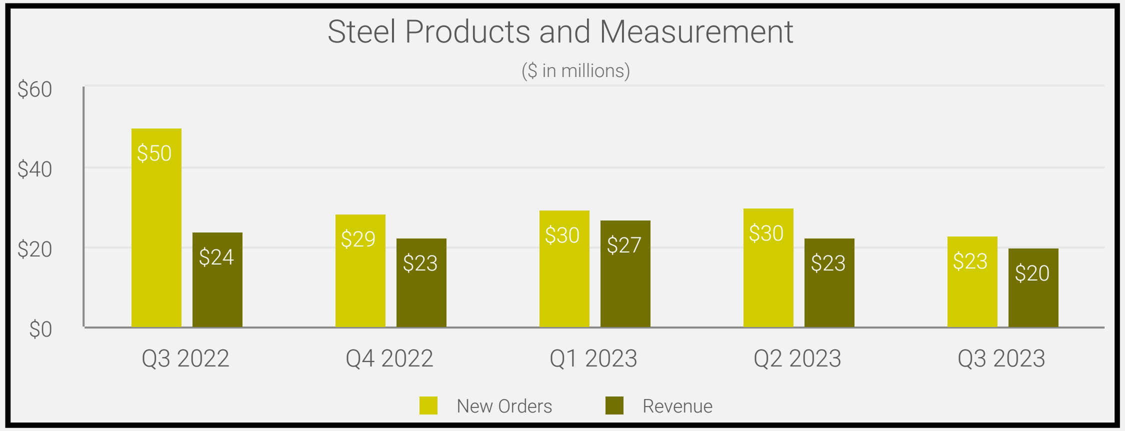
- Q3 2023 Book-to-Bill Ratio: 0.69:1.00
- TTM Q3 2023 Book-to-Bill Ratio: 1.03:1.00



- Q3 2023 Book-to-Bill Ratio: 0.57:1.00
- TTM Q3 2023 Book-to-Bill Ratio: 0.98:1.00



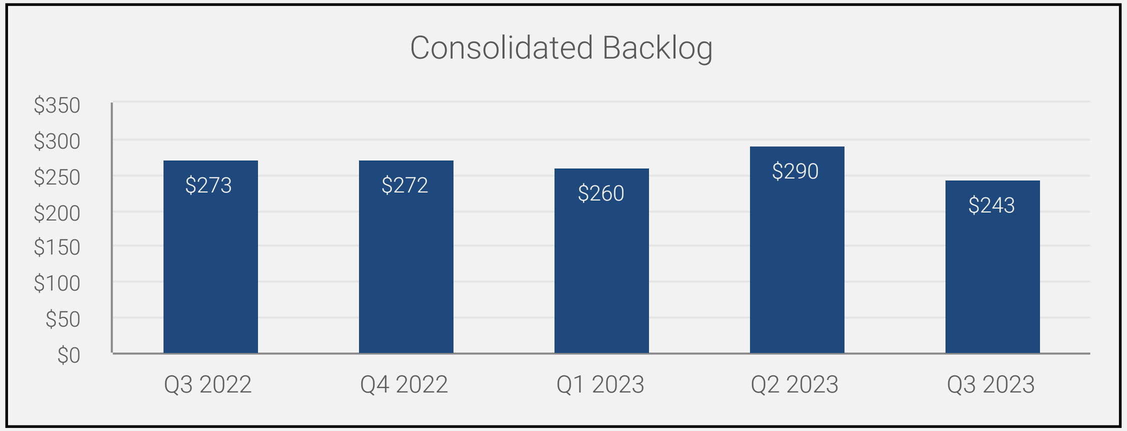
- Q3 2023 Book-to-Bill Ratio: 0.71:1.00
- TTM Q3 2023 Book-to-Bill Ratio: 1.03:1.00

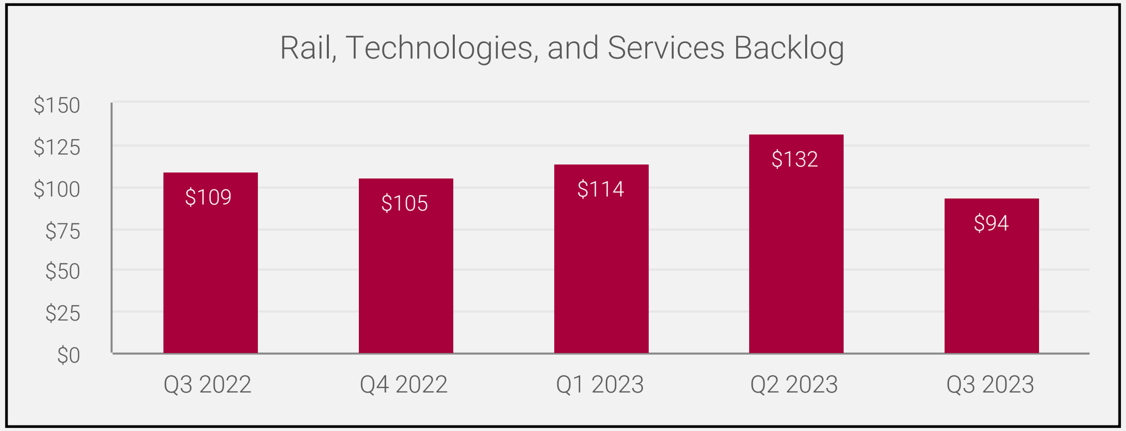


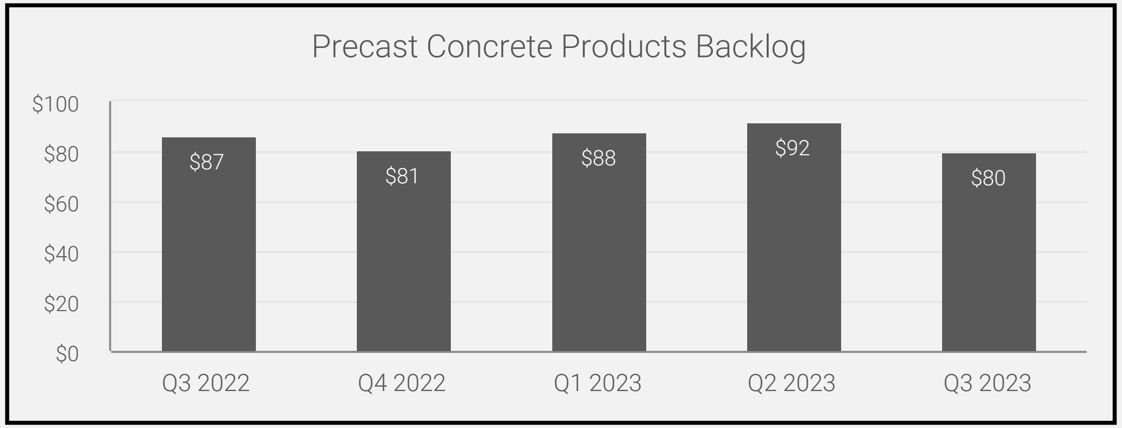
- Q3 2023 Book-to-Bill Ratio: 1.16:1.00
- TTM Q3 2023 Book-to-Bill Ratio: 1.21:1.00

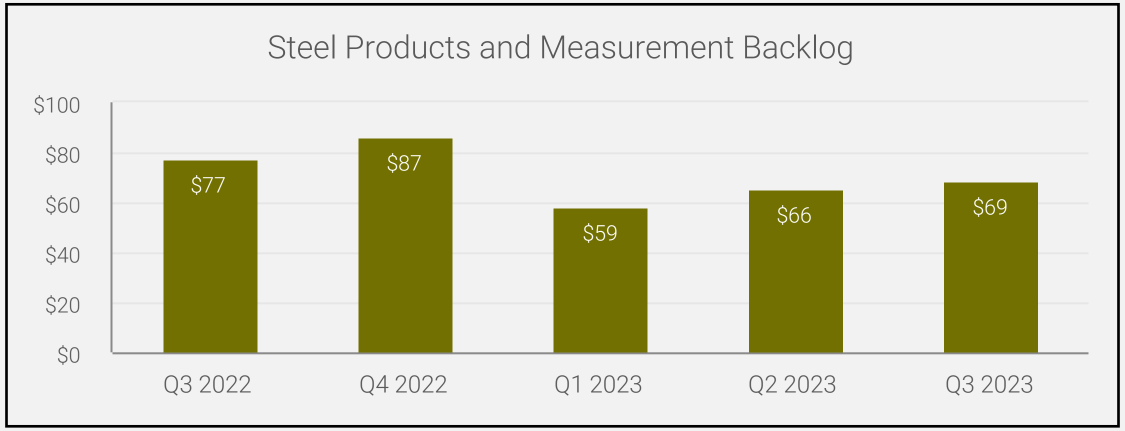
1) *Refer to safe harbor disclaimer slide and related reconciliations within the appendix regarding non-GAAP measures. Note figures may not foot due to rounding.*

Backlog[1,2] Trends









Backlog levels remain healthy at reduced level due to divestitures and product line exit

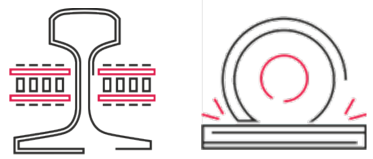
1) Refer to safe harbor disclaimer slide and related reconciliations within the appendix regarding non-GAAP measures.
2) Q3 2023 backlog reflects a $32.7M decline from divestitures of Ties and Chemtec and and the discontinued bridge grid deck product line.

Closing Remarks

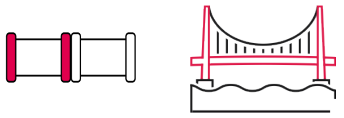
John Kasel
President and CEO

Market and Business Outlook

Strong demand outlook across the portfolio stemming from domestic infrastructure spend



- Continued focus on rail safety and U.S. infrastructure spend expected to support long-term growth for Rail, Technologies, and Services domestic end-markets
- Cautious outlook in the UK-based Technology Services and Solutions business given challenging market



- Bridge grid deck product line exit should free up capital for the growing bridge forms product line which continues to benefit from increased infrastructure spending
- Protective Coatings business continues to see growth in traditional and expanded market applications

- Construction spend and project starts in the northeastern and southern United States continues to drive strong demand for Precast Concrete offering
- Continued expected growth in Precast Concrete through integration of proprietary product technology and access to new geographic areas

- Infrastructure-related government programs expected to drive strong demand across all segments in the near and longer-term
- Market conditions in North America expected to continue to support organic growth initiatives

Innovating to solve global infrastructure challenges

LBFoster®

> A global technology solutions provider of engineered, manufactured products and services that innovates to solve global **INFRASTRUCTURE** challenges

Momentum
by LBFoster

Near Term Goals (2025)

REVENUE	$580M - $620M
GP %	22.0% - 23.0%
ADJ. EBITDA[1]	$48M - $52M
Adj. EBITDA[1] Margin	~8.0%

1) *Refer to safe harbor disclaimer slide and related reconciliations within the appendix regarding non-GAAP measures.*

Thank you!

L.B. Foster Q3 2023 Earnings Presentation

Appendix

Condensed Balance Sheet - Assets

Assets	September 30, 2023	December 31, 2022
($ in millions)		
Current assets:		
Cash and cash equivalents	$ 3.0	$ 2.9
Accounts receivable - net	64.6	82.5
Contract assets	30.5	33.6
Inventories - net	82.0	75.7
Other current assets	9.7	11.1
Total current assets	$ 189.8	$ 205.7
Property, plant, and equipment - net	75.9	85.3
Operating lease right-of-use assets - net	15.4	17.3
Other assets:		
Goodwill	30.9	30.7
Other intangibles - net	20.0	23.8
Other assets	2.6	2.4
Total assets	$ 334.6	$ 365.3

Note figures may not foot due to rounding.

Condensed Balance Sheet – Liabilities and Equity

Liabilities and Stockholders' Equity	September 30, 2023	December 31, 2022
($ in millions)		
Current liabilities:		
Accounts payable	$ 44.9	$ 48.8
Deferred revenue	16.0	19.5
Other accrued liabilities	35.0	34.8
Current maturities of long-term debt	0.1	0.1
Total current liabilities	$ 96.0	$ 103.1
Long term debt	71.6	91.8
Other long-term liabilities	24.8	32.8
Total L.B. Foster Company stockholders' equity	141.8	137.2
Noncontrolling interest	0.3	0.4
Total liabilities and stockholders' equity	$ 334.6	$ 365.3

Note figures may not foot due to rounding.

Condensed Income Statement – Q3

($ in millions except per share data)	Three Months Ended September 30, 2023 $	% of Sales	Three Months Ended September 30, 2022 $	% of Sales	Delta $	%
Sales	$ 145.3		$ 130.0		$ 15.3	11.8 %
Gross profit	28.2	19.4%	23.1	17.8%	5.1	22.2 %
SG&A	24.2	16.6%	22.6	17.4%	1.5	6.8 %
Amortization expense	1.4		1.6		(0.2)	(13.8)%
Interest expense - net	1.4		1.0		0.4	45.2 %
Other expense - net	0.9		0.2		0.7	**
Income (loss) before income taxes	0.3		(2.3)		2.6	114.3 %
Income tax benefit	(0.1)		(0.2)		0.1	31.3 %
Net loss attributable to noncontrolling interest	(0.1)		—		—	(142.9)%
Net income (loss) attributable to L.B. Foster Company	$ 0.5		$ (2.1)		$ 2.6	124.8 %
Diluted earnings (loss) per share	$ 0.05		$ (0.20)		$ 0.25	125.0 %
EBITDA[1]	$ 5.6	3.9%	$ 2.6	2.0%	$ 3.0	1.2%
Adjusted EBITDA[1]	$ 10.6	7.3%	$ 9.3	7.1%	$ 1.3	0.1%

1) *Refer to safe harbor disclaimer slide and related reconciliations within the appendix regarding non-GAAP measures.*
Note figures may not foot due to rounding.
***Results of this calculation are not meaningful for presentation purposes.*

Condensed Income Statement – YTD

	Nine Months Ended September 30, 2023		Nine Months Ended September 30, 2022		Delta	
($ in millions except per share data)	$	% of Sales	$	% of Sales	$	%
Sales	$ 408.9		$ 360.3		$ 48.5	13.5 %
Gross profit	83.8	20.5%	62.8	17.4%	20.9	33.3 %
SG&A	70.1	17.1%	59.3	16.5%	10.8	18.2 %
Amortization expense	4.1		4.5		(0.3)	(7.5)%
Interest expense - net	4.4		1.7		2.7	152.1 %
Other expense (income) - net	3.5		(1.1)		4.6	**
Income (loss) before income taxes	1.7		(1.6)		3.2	(205.8)%
Income tax (benefit) expense	(0.1)		0.1		(0.2)	(172.3)%
Net loss attributable to noncontrolling interest	(0.1)		(0.1)		—	52.4 %
Net income (loss) attributable to L.B. Foster Company	$ 1.9		$ (1.6)		$ 3.5	(216.0)%
Diluted earnings (loss) per share	$ 0.17		$ (0.16)		$ 0.33	(206.3)%
EBITDA[1]	$ 17.6	4.3%	$ 10.7	3.0%	$ 6.9	64.8 %
Adjusted EBITDA[1]	$ 25.7	6.3%	$ 16.7	4.6%	$ 9.0	53.9 %

1) *Refer to safe harbor disclaimer slide and related reconciliations within the appendix regarding non-GAAP measures.*
Note figures may not foot due to rounding.
***Results of this calculation are not meaningful for presentation purposes.*

Condensed Cash Flows

($ in millions)	Nine Months Ended September 30, 2023	Nine Months Ended September 30, 2022
Net income and other non-cash items from operations	$ 16.9	$ 9.1
Receivables	15.9	(23.8)
Contract assets	(0.3)	(1.0)
Inventory	(16.0)	(21.6)
Payables and deferred revenue	2.0	19.8
Trade working capital subtotal	$ 1.6	$ (26.6)
Payment of accrued settlement	(4.0)	(4.0)
All other[1]	0.9	2.6
Net cash used in operating activities	$ 15.3	$ (18.8)
Capital expenditures	(2.8)	(4.6)
Proceeds from asset divestitures	7.7	8.8
Acquisitions, net of cash acquired	0.3	(58.6)
Net (repayments) proceeds of debt	(20.3)	69.2
All other[1]	(0.2)	(1.4)
Net increase (decrease) in cash	$ 0.1	$ (5.4)
Cash balance, end of period	$ 3.0	$ 4.9

1) *Contains changes in cash flows due to other assets, accrued payroll, and other liabilities, treasury stock acquisitions, proceeds from sale of property, plant, and equipment, and exchange rate impact.*
Note figures may not foot due to rounding.

New Orders and Backlog

New Orders Entered – Three Months Ended				
($ in millions)	September 30, 2023	September 30, 2022	Delta	
Rail, Technologies, and Services	$ 49.8	$ 56.5	$ (6.7)	(11.9)%
Precast Concrete Products	27.4	30.7	(3.3)	(10.8)%
Steel Products and Measurement	23.1	50.1	(27.0)	(53.9)%
Total	$ 100.3	$ 137.3	$ (37.0)	(27.0)%

New Orders Entered – Nine Months Ended				
($ in millions)	September 30, 2023	September 30, 2022	Delta	
Rail, Technologies, and Services	$ 239.5	$ 240.9	$ (1.3)	(0.6)%
Precast Concrete Products	101.4	72.7	28.7	39.4 %
Steel Products and Measurement	82.6	100.5	(17.9)	(17.8)%
Total	$ 423.5	$ 414.1	$ 9.4	2.3 %

Backlog vs. Prior Year Quarter				
($ in millions)	September 30, 2023	September 30, 2022	Delta	
Rail, Technologies, and Services	$ 93.6	$ 108.9	$ (15.2)	(14.0)%
Precast Concrete Products	80.4	86.6	(6.2)	(7.2)%
Steel Products and Measurement	69.2	77.3	(8.1)	(10.5)%
Total	$ 243.2	$ 272.8	$ (29.6)	(10.8)%

Note figures may not foot due to rounding.

Segment Results – Q3

Segment Sales	Three Months Ended September 30, 2023	Three Months Ended September 30, 2022	Delta	
($ in millions)	$	$	$	%
Rail, Technologies, and Services	$ 86.9	$ 77.4	$ 9.5	12.3 %
Precast Concrete Products	38.6	28.9	9.8	33.9 %
Steel Products and Measurement	19.8	23.8	(4.0)	(16.7)%
Total	$ 145.3	$ 130.0	$ 15.3	11.8 %

Segment Gross Profit	Three Months Ended September 30, 2023		Three Months Ended September 30, 2022		Delta	
($ in millions)	$	% of Sales	$	% of Sales	$	Δ bps
Rail, Technologies, and Services	$ 17.2	19.8%	$ 13.4	17.3%	$ 3.9	250
Precast Concrete Products	9.3	24.0%	5.6	19.6%	3.6	440
Steel Products and Measurement	1.7	8.7%	4.1	17.1%	(2.3)	(840)
Total	$ 28.2	19.4%	$ 23.1	17.8%	$ 5.1	160

Operating Profit (Loss)	Three Months Ended September 30, 2023	Three Months Ended September 30, 2022	Delta	
($ in millions)	$	$	$	%
Rail, Technologies, and Services	$ 3.9	$ 0.5	$ 3.3	**
Precast Concrete Products	3.4	1.2	2.1	172.2 %
Steel Products and Measurement	(1.5)	0.3	(1.8)	**
Other - Corporate	(3.0)	(3.2)	0.2	(5.0)%
Consolidated operating profit (loss)	$ 2.7	$ (1.1)	$ 3.8	**

Note figures may not foot due to rounding.
*** Results of this calculation not considered meaningful for presentation purposes.*

Segment Results – YTD

Segment Sales	Nine Months Ended September 30, 2023	Nine Months Ended September 30, 2022	Delta	
($ in millions)	$	$	$	%
Rail, Technologies, and Services	$ 242.9	$ 222.9	$ 20.0	9.0 %
Precast Concrete Products	96.8	67.5	29.3	43.4 %
Steel Products and Measurement	69.2	70.0	(0.8)	(1.1)%
Total	$ 408.9	$ 360.3	$ 48.5	13.5 %

Segment Gross Profit	Nine Months Ended September 30, 2023		Nine Months Ended September 30, 2022		Delta	
($ in millions)	$	% of Sales	$	% of Sales	$	Δ bps
Rail, Technologies, and Services	$ 51.4	21.1 %	$ 41.6	18.7 %	$ 9.8	240
Precast Concrete Products	22.5	23.2 %	11.4	17.0 %	11.0	620
Steel Products and Measurement	9.9	14.4 %	9.8	14.1 %	0.1	30
Total	$ 83.8	20.5 %	$ 62.8	17.4 %	$ 20.9	310

Operating Profit (Loss)	Nine Months Ended September 30, 2023	Nine Months Ended September 30, 2022	Delta	
($ in millions)	$	$	$	%
Rail, Technologies, and Services	$ 12.9	$ 5.6	$ 7.3	131.0 %
Precast Concrete Products	4.3	0.3	4.0	**
Steel Products and Measurement	(0.1)	(1.1)	1.0	(93.3)%
Other - Corporate	(7.6)	(5.7)	(1.9)	32.3 %
Consolidated operating profit (loss)	$ 9.5	$ (0.9)	$ 10.5	**

Note figures may not foot due to rounding.
*** Results of this calculation not considered meaningful for presentation purposes.*

Non-GAAP Measure: Adjusted EBITDA

	Three Months Ended		Nine Months Ended		Trailing Twelve Months	
($ in millions)	September 30, 2023	September 30, 2022	September 30, 2023	September 30, 2022	September 30, 2023	September 30, 2022
Net income, as reported	$ 0.4	$ (2.1)	$ 1.8	$ (1.7)	$ (42.2)	$ (2.1)
Interest expense - net	1.4	1.0	4.4	1.7	6.0	2.2
Income tax expense	(0.1)	(0.2)	(0.1)	0.1	36.4	(0.2)
Depreciation expense	2.5	2.3	7.4	6.1	10.0	8.1
Amortization expense	1.4	1.6	4.1	4.5	5.8	5.9
Total EBITDA	5.6	2.6	17.6	10.7	16.1	13.9
Loss (gain) on divestitures	—	0.4	3.1	—	3.1	—
Impairment expense	—	—	—	—	8.0	—
Acquisition and divestiture costs	—	1.3	—	1.8	0.4	1.8
Commercial contract settlement	—	4.0	—	4.0	—	4.0
Insurance proceeds	—	—	—	(0.8)	—	(0.8)
VanHooseCo inventory adjustment to fair value amortization	—	0.9	—	0.9	0.3	0.9
VanHooseCo contingent consideration	—	0.2	—	0.2	0.3	0.2
Bridge grid deck exit impact	4.1	—	4.1	—	4.1	—
Bad debt provision	0.9	—	0.9	—	0.9	—
Adjusted EBITDA	$ 10.6	$ 9.3	$ 25.7	$ 16.7	$ 33.2	$ 19.9

Note figures may not foot due to rounding.

Non-GAAP Measure: Funding Capacity & Free Cash Flow

($ in millions)	September 30, 2023
Cash and cash equivalents	$ 3.0
Total availability under the credit facility	130.0
Outstanding borrowings on revolving credit facility	(71.5)
Letters of credit outstanding	(2.5)
Net availability under the revolving credit facility[1]	$ 56.0
Total available funding capacity[1]	**$ 58.9**

	September 30, 2023
($ in millions)	
Net cash provided by operating activities	$ 15.3
Less capital expenditures on property, plant, and equipment	(2.8)
Free cash flow	**$ 12.5**

Note figures may not foot due to rounding.

Non-GAAP Measure: Net Debt[1]

($ in millions)	September 30, 2023	June 30, 2023	March 31, 2023	December 31, 2022	September 30, 2022	June 30, 2022	March 31, 2022	December 31, 2021
Total debt	$ 71.7	$ 89.5	$ 80.1	$ 91.9	$ 98.9	$ 49.3	$ 35.6	$ 31.3
Less: cash and cash equivalents	(3.0)	(3.9)	(2.6)	(2.9)	(4.9)	(7.7)	(6.2)	(10.4)
Total net debt	**$ 68.7**	**$ 85.6**	**$ 77.5**	**$ 89.0**	**$ 94.0**	**$ 41.6**	**$ 29.3**	**$ 20.9**

Note figures may not foot due to rounding.
1) Subject to covenant restrictions.

Non-GAAP Measure: Adjusted Results for Non-routine Items

	Three Months Ended		Nine Months Ended	
($ in millions)	September 30, 2023	September 30, 2022	September 30, 2023	September 30, 2022
Net sales, as reported	$ 145.3	$ 130.0	$ 408.9	$ 360.3
Bridge grid deck exit impact	2.0	—	2.0	—
Crossrail settlement adjustment	—	4.0	—	4.0
Net sales, as adjusted	$ 147.3	$ 134.0	$ 410.8	$ 364.3
Gross profit, as reported	$ 28.2	$ 23.1	$ 83.8	$ 62.8
Bridge grid deck exit impact	3.1	—	3.1	—
Crossrail settlement adjustment	—	4.0	—	4.0
VanHooseCo inventory adjustment to fair value amortization	—	0.9	—	0.9
Gross profit, as adjusted	$ 31.3	$ 27.9	$ 86.8	$ 67.6
Gross profit margin, as reported	19.4 %	17.8 %	20.5 %	17.4 %
Gross profit margin, as adjusted	21.2 %	20.8 %	21.1 %	18.6 %

Change in Adjusted Organic Sales	Three Months Ended	Percent Change	Nine Months Ended	Percent Change
($ in millions)	September 30,		September 30,	
2023 net sales, as adjusted	$ 147.3		$ 410.8	
2022 net sales, as adjusted	134.0		364.3	
Change in adjusted sales	13.4	10.0 %	46.6	12.8 %
Net sales decrease (increase) from acquisitions and divestitures	3.5	2.6 %	(0.7)	(0.2)%
Change in adjusted organic sales	$ 16.9	12.6 %	$ 45.8	12.6 %

Note figures may not foot due to rounding.

Non-GAAP Measure: Adjusted Results for Non-routine Items

	Three Months Ended		Nine Months Ended	
($ in millions)	September 30, 2023	September 30, 2022	September 30, 2023	September 30, 2022
Rail, Technologies, and Services net sales, as reported	$ 86.9	$ 77.4	$ 242.9	$ 222.9
Crossrail settlement adjustment	—	4.0	—	4.0
Rail, Technologies, and Services net sales, as adjusted	$ 86.9	$ 81.3	$ 242.9	$ 226.8
Rail, Technologies, and Services gross profit, as reported	$ 17.2	$ 13.4	$ 51.4	$ 41.6
Crossrail settlement adjustment	—	4.0	—	4.0
Rail, Technologies, and Services gross profit, as adjusted	$ 17.2	$ 17.3	$ 51.4	$ 45.5
Rail, Technologies, and Services gross profit margin, as reported	19.8%	17.3%	21.1%	18.7%
Rail, Technologies, and Services gross profit margin, as adjusted	19.8%	21.3%	21.1%	20.1%

Change in Rail, Technology, and Services Adjusted Organic Sales	Three Months Ended	Percent Change	Nine Months Ended	Percent Change
($ in millions)	September 30,		September 30,	
2023 net sales, as reported	$ 86.9		$ 242.9	
2022 net sales, as adjusted	81.3		226.8	
Change in adjusted sales	5.6	6.8 %	16.1	7.1 %
Net sales decrease from acquisitions and divestitures	2.0	2.5 %	9.1	4.0 %
Change in adjusted organic sales	$ 7.6	9.3 %	$ 25.2	11.1 %

Note figures may not foot due to rounding.

Non-GAAP Measure: Adjusted Results for Non-routine Items

	Three Months Ended		Nine Months Ended	
($ in millions)	September 30, 2023	September 30, 2022	September 30, 2023	September 30, 2022
Precast Concrete Products net sales, as reported	$ 38.6	$ 28.9	$ 96.8	$ 67.5
Precast Concrete Products gross profit, as reported	$ 9.3	$ 5.6	$ 22.5	$ 11.4
VanHooseCo inventory adjustment to fair value amortization	—	0.9	—	0.9
Precast Concrete Products gross profit, as adjusted	9.3	6.5	22.5	12.3
Precast Concrete Products gross profit margin, as reported	24.0 %	19.6 %	23.2 %	17.0 %
Precast Concrete Products gross profit margin, as adjusted	24.0 %	22.5 %	23.2 %	18.2 %

Change in Precast Concrete Products Organic Sales	Three Months Ended	Percent change	Nine Months Ended	Percent change
($ in millions)	September 30,		September 30,	
2023 net sales, as reported	$ 38.6		$ 96.8	
2022 net sales, as reported	28.9		67.5	
Change in sales	9.8	33.9 %	29.3	43.4 %
Net sales increase from acquisition	(2.8)	(9.7)%	(18.3)	(27.2)%
Change in organic sales	$ 7.0	24.2 %	$ 11.0	16.3 %

Note figures may not foot due to rounding.

Non-GAAP Measure: Adjusted Results for Non-routine Items

	Three Months Ended		Nine Months Ended	
($ in millions)	September 30, 2023	September 30, 2022	September 30, 2023	September 30, 2022
Steel Products and Measurement net sales, as reported	$ 19.8	$ 23.8	$ 69.2	$ 70.0
Bridge grid deck exit impact	2.0	—	2.0	—
Steel Products and Measurement net sales, as adjusted	$ 21.8	$ 23.8	$ 71.2	$ 70.0
Steel Products and Measurement gross profit, as reported	$ 1.7	$ 4.1	$ 9.9	$ 9.8
Bridge grid deck exit impact	3.1	—	3.1	—
Steel Products and Measurement gross profit, as adjusted	$ 4.8	$ 4.1	$ 13.0	$ 9.8
Steel Products and Measurement gross profit margin, as reported	8.7 %	17.1 %	14.4 %	14.1 %
Steel Products and Measurement gross profit margin, as adjusted	21.9 %	17.1 %	18.3 %	14.1 %

Change in Steel Products and Measurement Adjusted Organic Sales	Three Months Ended	Percent Change	Nine Months Ended	Percent Change
($ in millions)	September 30,		September 30,	
2023 net sales, as adjusted	$ 21.8		$ 71.2	
2022 net sales, as reported	23.8		70.0	
Change in adjusted sales	(2.0)	(8.4)%	1.2	1.7 %
Net sales decrease from divestiture	4.3	18.0 %	8.5	12.1 %
Change in adjusted organic sales	$ 2.3	9.6 %	$ 9.6	13.8 %

Note figures may not foot due to rounding.