L.B. Foster Company Q4 2024 Earnings Presentation

Nasdaq - FSTR

March 4, 2025

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 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: 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, tariffs or trade wars, inflation, 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 and the impact of environmental regulations, 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, global shipping disruptions, the imposition of increased or new tariffs, 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 Chemtec and Ties businesses, and acquisition of VanHooseCo Precast LLC and Cougar Mountain 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, business or financial condition; 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, 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; our ability to maintain effective internal controls over financial reporting (“ICFR”) and disclosure controls and procedures, including our ability to remediate any existing material weakness in our ICFR and the timing of any such remediation, as well as our ability to reestablish effective disclosure controls and procedures; any change in policy or other change due to the results of the UK’s 2024 parliamentary election and the U.S. 2024 Presidential election that could affect UK or U.S. business conditions; other geopolitical conditions, including the ongoing conflicts between Russia and Ukraine, conflicts in the Middle East, and increasing tensions between China and Taiwan; 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; 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, including any governmental travel restrictions; 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.

All information in this presentation speaks only as of March 4, 2025, 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”)
- Adjusted EBITDA margin
- Net debt
- Gross Leverage Ratio per the Company’s credit agreement
- Funding capacity
- New orders
- Book-to-bill ratio
- Backlog
- Free cash flow
- Organic sales growth (decline)
- Enterprise value
- 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 EBITDA that the Company believes are unusual, non-recurring, unpredictable, or non-cash. The Company also discloses Adjusted EBITDA margin, which is Adjusted EBITDA as a percent of net sales, which is useful to demonstrate Adjusted EBITDA levels and growth relative to net sales. In the three months ended December 31, 2024, the Company made adjustments to exclude pension termination and restructuring costs. In the twelve months ended December 31, 2024, the Company made adjustments to exclude gains on asset sales, pension termination costs, restructuring costs, and a legal settlement. The Company believes the results adjusted to exclude the items listed above are useful to investors as these items are non-routine in nature. Organic sales growth (decline) is a non-GAAP financial measure of sales growth (decline) excluding the effects of divestitures and product exits. Management believes this measure provides investors with a supplemental understanding of underlying trends by providing sales growth on a consistent basis. Management provides organic sales growth (decline) at the consolidated and segment levels. Portfolio changes are considered based on their comparative impact over the last twelve months, to determine the differences in 2023 versus 2024 results due to these transactions. The Company also excluded the impact of non-routine items from certain metrics as indicated, in order to provide insight to Company performance on a base level without these non-routine items, which is useful to investors to better understand performance. 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 discloses funding capacity which is the net availability under the revolving credit facility plus cash and cash equivalents which the Company believes is useful to investors as it demonstrates the borrowing capacity of the Company. The Company believes free cash flow is useful information to investors as it provides insight on cash generated by operations, less capital expenditures, which we believe to be helpful in assessing the Company's long-term ability to pursue growth and investment opportunities as well as service its financing obligations and generate capital for shareholders. Additionally, the Company's annual incentive plans for management provide for the utilization of free cash flow as a metric for measuring cash-generation performance in determining annual variable incentive achievement. 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 believes this is a useful metric to assess supply and demand, including order strength versus order fulfillment. 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. Note: The Company corrected certain errors in previously reported 2024 quarterly financials, and certain immaterial errors in 2023 previously reported financials. All comparisons are based on the corrected historical results. The Company discloses enterprise value which is calculated as the current share price by the total outstanding shares plus the Company's net debt. The Company believes is useful to investors as it reflects the current valuation of the Company.

The Company has not reconciled the forward-looking adjusted EBITDA, adjusted EBITDA margin, and free cash flow 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, organic sales growth (decline), net debt, funding capacity, and adjustments to exclude 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**
- **18** principal plants, yards, and offices; **~1,050** 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

2025 Guidance[3]	Low	High
Revenue	$ 540	$ 580
Adj. EBITDA[1]	$ 42.0	$ 48.0
Capex as a % of sales	~2%	~2%
Free cash flow[1]	$ 20	$ 30

December 31, 2024 Financial Data[4]		
Stock Price	$	27.45
Shares Outstanding		10.8
Market Capitalization	$	295
Debt	$	47
Cash	$	2
Enterprise Value	$	340
TTM Revenue	$	531
TTM Adj. EBITDA[1]	$	34
EV / Revenue		0.6
EV / Adj. EBITDA[1]		10.1
Covenant Leverage		1.2x

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

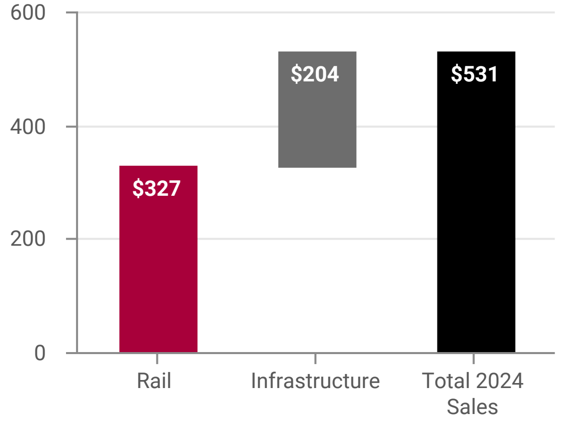
Business Segments

Rail, Technologies, and Services

Infrastructure Solutions*

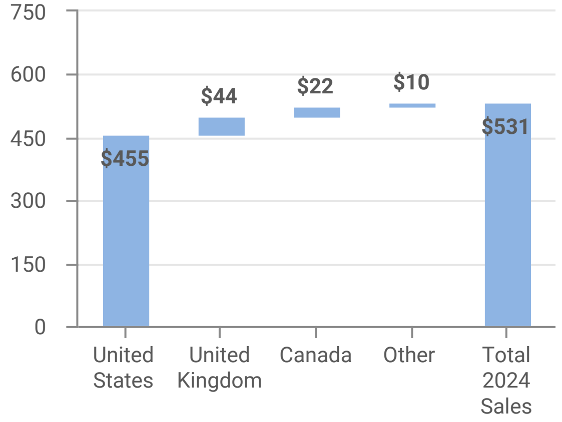
2024 Sales by Segment

($ in millions)



2024 Sales by Region

($ in millions)



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, 2024.
3) 2025 guidance as of March 4, 2025.
4) All data as of December 31, 2024 except for market data which is reflected as of February 28, 2025.

Opening Remarks

John Kasel

President and CEO

LBFoster®

Executive Summary – Q4 2024 Highlights

Momentum by LBFoster

What we've accomplished…

Net sales of $128.2M down 5.0% YoY (1.2% due to bridge grid exit[1])

Gross profit of $28.6M flat YoY; gross margin of 22.3% up 100 bps YoY on lower net sales

Operating income of $3.1M, up $2.8M YoY from lower SG&A

Net loss of $0.3M favorable $0.2M YoY

$7.2M in adjusted EBITDA[1] up $1.1M, or 18.7% YoY

New orders[1] of $107.2M, up $1.7M YoY

Backlog[1,2] at $185.9M with improved profitability mix in line with strategy

Strong operating cash flow of $24.3M in Q4; $49.0M in 2H 2024

Net debt[1] down $20.9M in Q4 to $44.5M

Gross Leverage Ratio[1] improved to 1.2x, down from 1.9x last quarter and 1.7x last year

Repurchased 103,524 shares of common stock for $2.5M, or ~1% of outstanding shares

Solid Profitability Growth and Cash Generation in 2nd Half of 2024

1) *Refer to safe harbor disclaimer slide and related reconciliations within the appendix regarding non-GAAP measures.*
2) *Q4 2024 backlog reflects a $2.7M decline from the discontinued bridge grid deck product line.*

Executive Summary – Full Year Highlights

Momentum by LBFoster

What we've accomplished…

Net sales of $530.8M down 2.4% YoY; organic sales[1] up $0.8M

Gross profit of $118.1M up $6.0M YoY; gross margin of 22.2% up 160 bps YoY

Net income of $42.9M

$33.6M in adjusted EBITDA[1] up $1.8M YoY

Final $8M Union Pacific payment made in 2024

Net debt[1] down $8.2M in 2024; strong operating cash flow of $22.6M for the year

Repurchased 300,302 shares of common stock for $6.8M, or 2.7% of outstanding shares

Where we're going…

Board of Directors authorized a new $40M stock buyback program through February 2028, representing ~14% of current market value

2025 Guidance

Net Sales
$540M - $580M

Adjusted EBITDA[1]
$42M - $48M

Free Cash Flow[1]
$20M - $30M

Cap Ex % of Sales
~2.0%

Steady Organic Growth Expected to Drive Strong Profitability and Free Cash Flow Generation in 2025

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

Financial Review

Bill Thalman

Executive Vice President and CFO

LBFoster®

Fourth Quarter Results

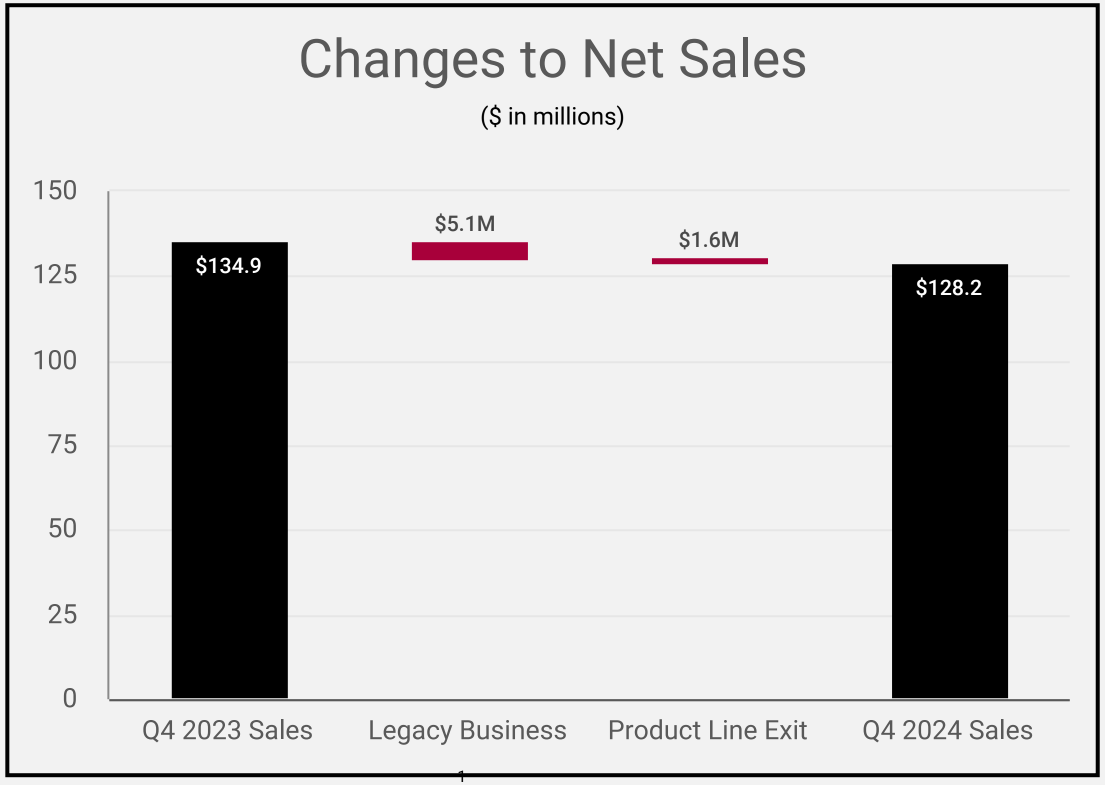
As of and for the quarter ended December 31, 2024: $ in millions, unless otherwise noted		YoY Δ
SALES	128.2	(6.7)
GROSS PROFIT	28.6	(0.1)
GROSS PROFIT MARGIN	22.3%	100 bps
SG&A	24.4	(2.8)
NET LOSS ATTRIB. TO FSTR	(0.2)	0.2
ADJ. EBITDA[1]	7.2	1.1
OPERATING CASH FLOW	24.3	2.6
NEW ORDERS[1]	107.2	1.7
BACKLOG[1,2]	185.9	(27.9)

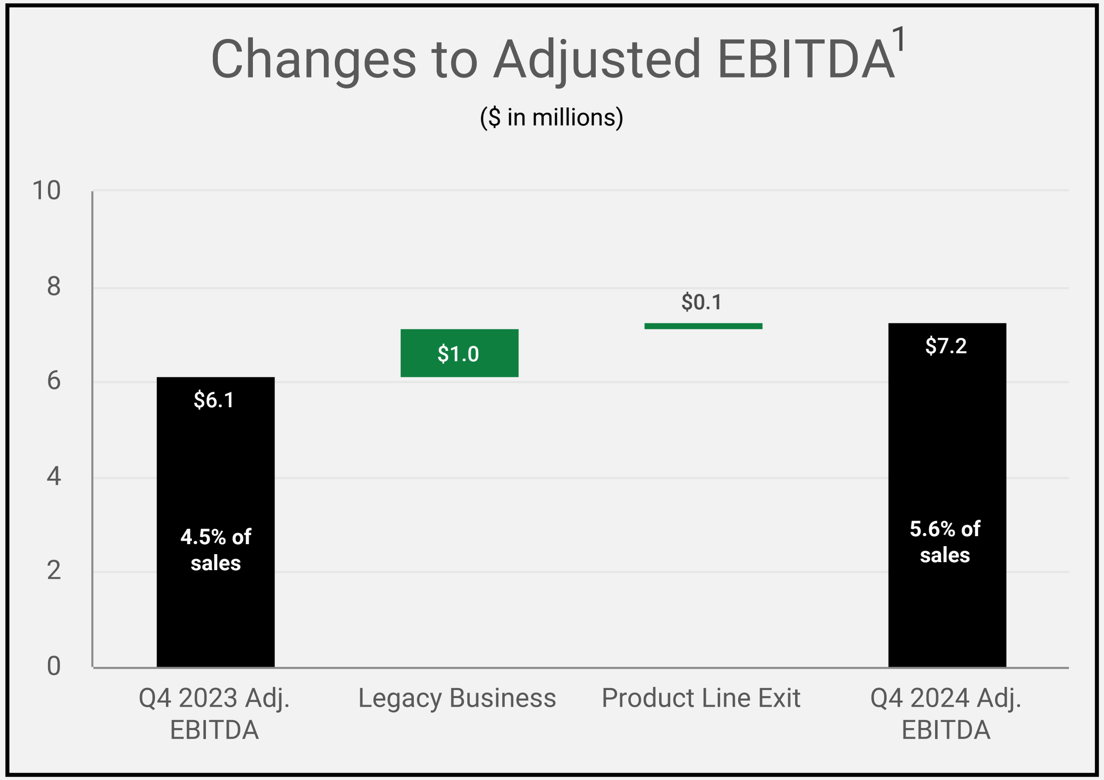
- Net sales declined 5.0%, with 3.8% due to organic sales[1] decline in Infrastructure and 1.2% due to Bridge product line exit
- Gross profit margins expanded 100 bps to 22.3% due to improved portfolio profitability in the Rail segment
- SG&A decrease due to lower personnel costs and lower bad debt expense due to $1.0M UK bad debt provision last year
- Net loss attributable to FSTR $0.2M YoY
- Adjusted EBITDA[1] of $7.2M up 18.7% YoY
- Cash provided by operations increased to $24.3M driving $20.9M net debt[1] reduction

Playbook Execution Continues to Deliver Sales Efficiency, Profitability Growth and Cash Generation

1) *Refer to safe harbor disclaimer slide and related reconciliations within the appendix regarding non-GAAP measures.*
2) *Q4 2024 backlog reflects a $2.7M decline from the discontinued bridge grid deck product line.*

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



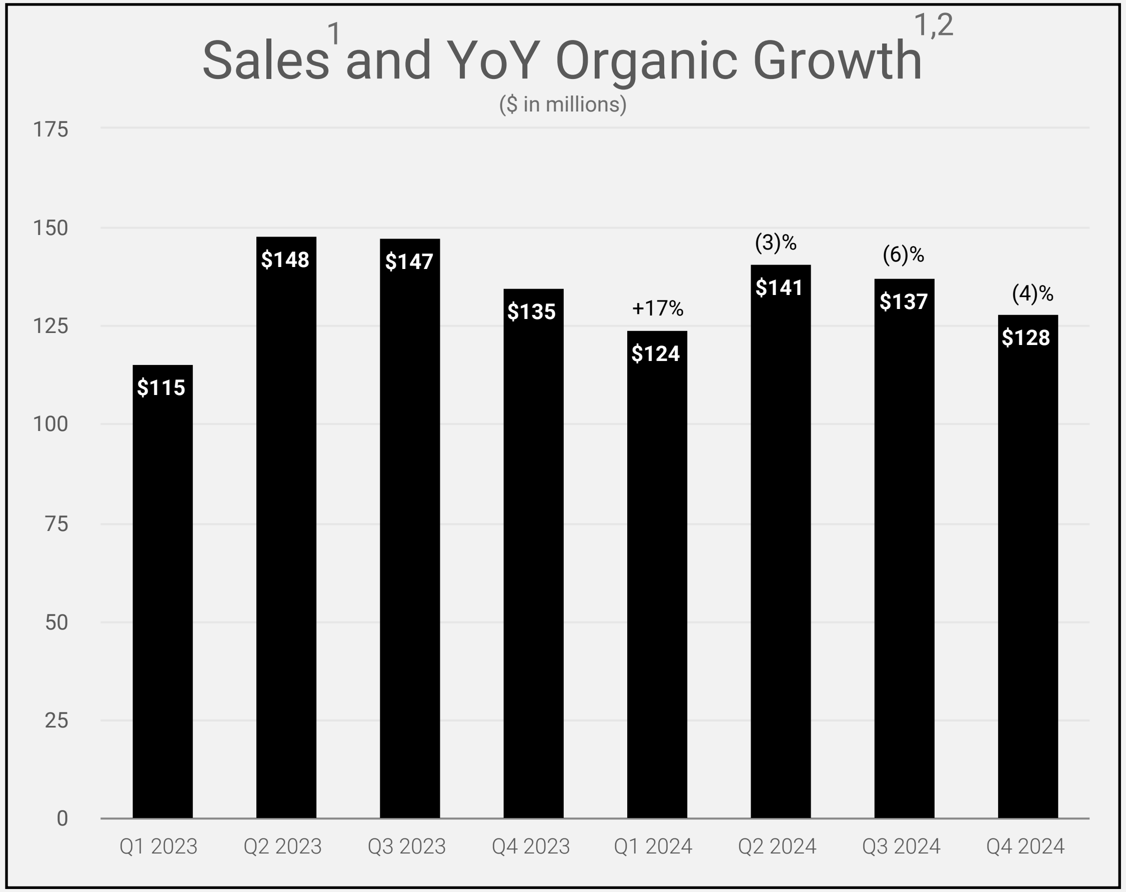


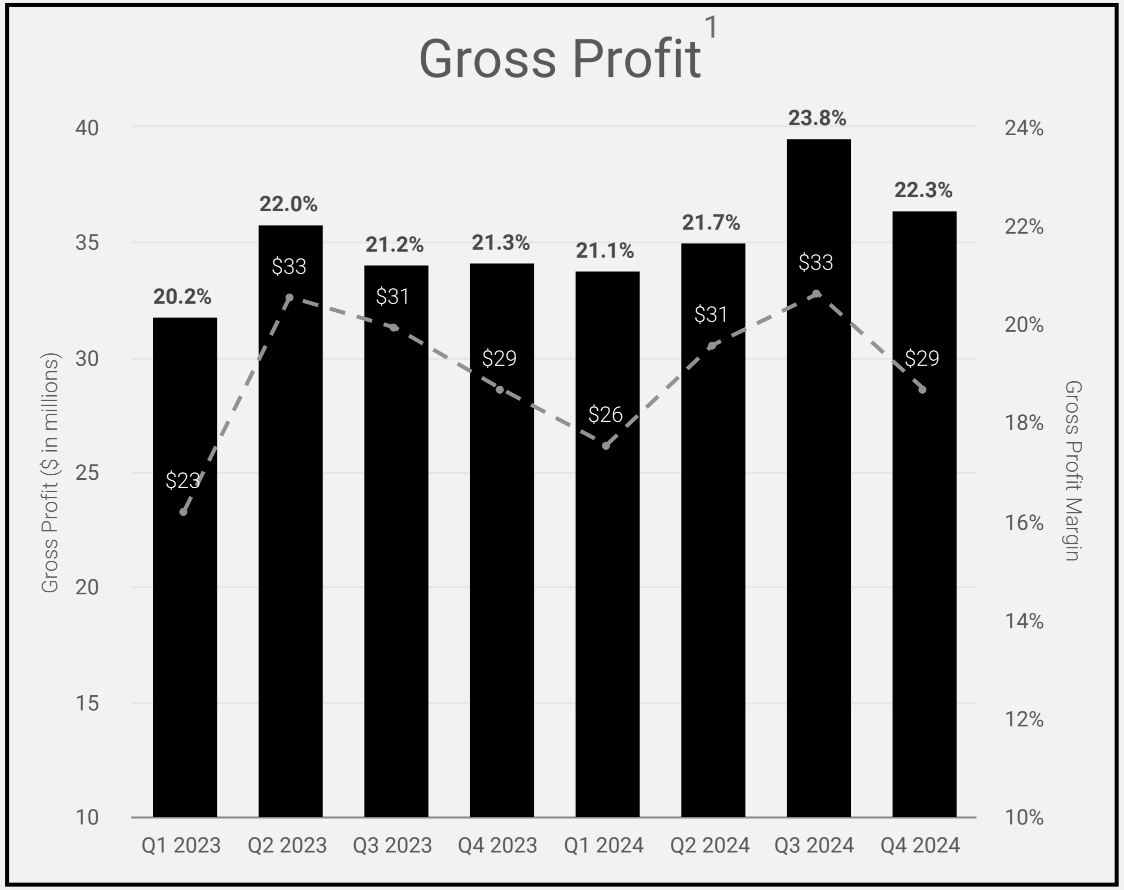
Improved Sales Mix and Portfolio Work Continuing to Deliver Increased Sales Efficiency

$ 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





Higher Sales Growth in Rail Technologies and Precast Concrete Driving Margin Expansion

$ 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) *Year over year growth rate represents adjusted organic sales growth , where applicable*

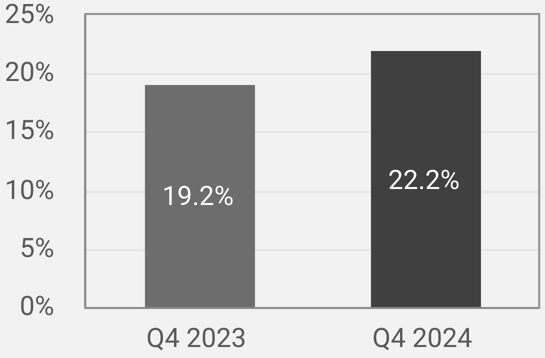
Rail, Technologies, and Services – Q4 Results

Higher Volumes in Rail Products / Rail Technologies and UK Business Recovery Driving Improvement

- Organic sales improved 14.2% driven by higher volumes in Rail Products, Friction Management and Total Track Monitoring
- Gross margins improved 300 bps driven by improved margins across all businesses including recovery in the UK
- New orders[1] decreased 8.5% due to softer orders in Rail Products; backlog 26.0% lower due to scaling back UK initiatives coupled with order timing in Rail Products; Friction Management backlog up 53.4%

Sales
+14.2%

GP Margin
300 bps



New Orders[1]
(8.5)%

Backlog[1,2]
(26.0)%

$ 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.*

Infrastructure Solutions – Q4 Results

Lower Volumes Across Steel Products Drove Infrastructure Sales Decline and Margin Contraction

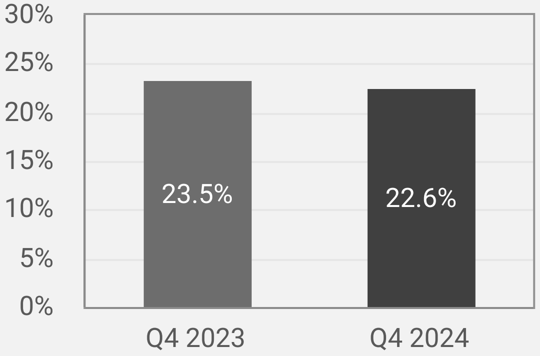
- Net sales decreased 25.2% due to soft market conditions in the Steel Products business and $1.6 million decrease from the Bridge product line exit
- Margins declined 90 bps due to lower Steel Products volumes / unfavorable mix
- New orders[1] up 14.9% reflecting some improvement in Protective Coatings market conditions; backlog[1,2] down due to softness in Steel Products partially offset by $3.6 million increase in Precast

Sales

(25.2)%

GP Margin

(90) bps

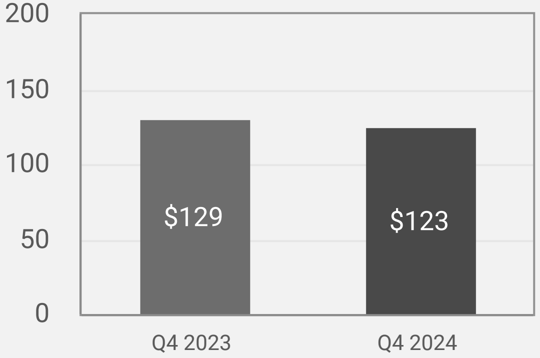


New Orders[1]

+14.9%

Backlog[1,2]

(4.6)%



$ 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) *Q4 2024 backlog reflects a $2.7 decline from the bridge product line exit.*

Full Year 2024 Results

As of and for the year ended December 31, 2024: $ in millions, unless otherwise stated		YoY Δ
SALES	530.8	(13.0)
GROSS PROFIT	118.1	6.0
GROSS PROFIT MARGIN	22.2%	160 bps
SG&A	96.4	(1.2)
NET INCOME ATTRIB. TO FSTR	42.9	41.5
ADJ. EBITDA[1]	33.6	1.8
OPERATING CASH FLOW	22.6	(14.3)
NEW ORDERS[1,2]	506.5	(22.5)
BACKLOG[1,3]	185.9	(27.9)

- Net sales decreased 2.5% from divestitures and product line exits[1] with organic sales essentially flat with prior year
- Gross margins expanded 160 bps from portfolio changes, favorable business mix, and recovery in our UK business
- SG&A declines due to lower employment costs and bad debt charges resulting from $1.9M bad debt provision taken in the UK last year
- Net income attributable to FSTR of $42.9M favorable $41.5M due to a favorable tax valuation allowance adjustment and improved operating income in 2024
- Adjusted EBITDA[1] up $1.8M, or 5.7% YoY
- Strong operating cash flow of $22.6M

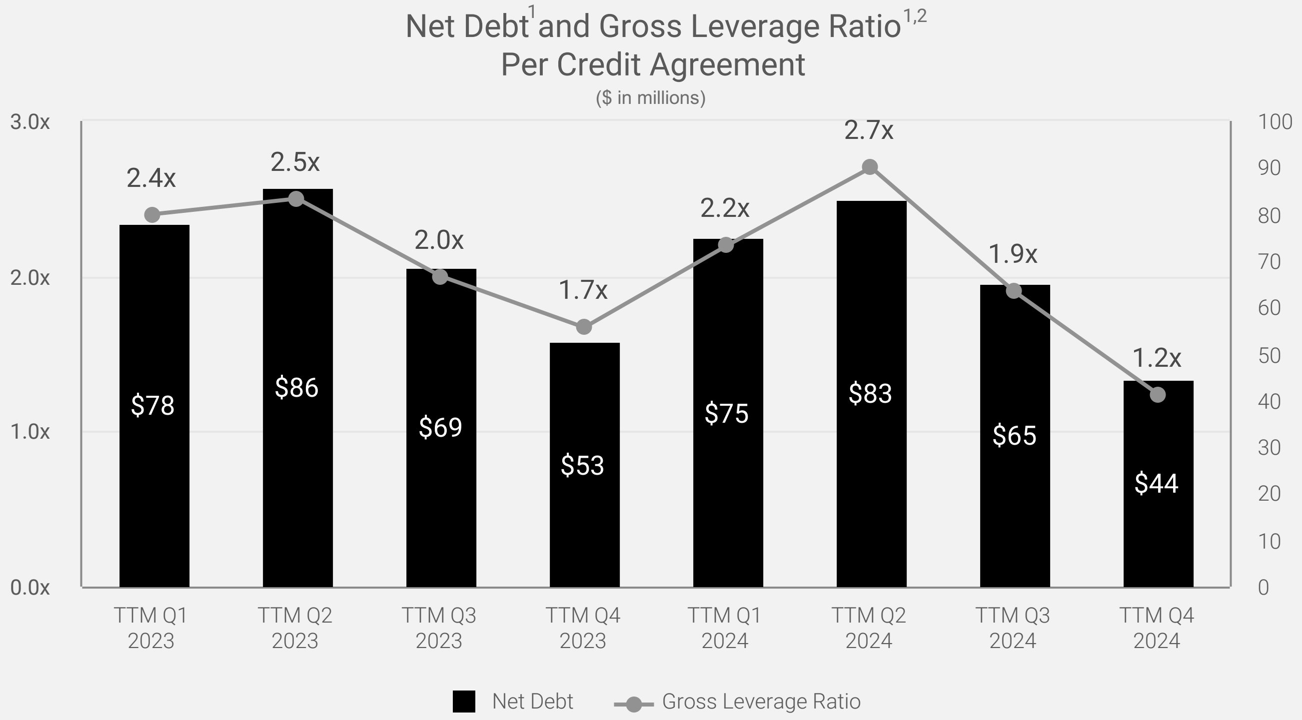
Margin Growth (Despite Strategic Sales Reduction) and Lower SG&A Drove Improved Adjusted EBITDA

1) *Refer to safe harbor disclaimer slide and related reconciliations within the appendix regarding non-GAAP measures.*
2) *New orders reflects a $10.6M decline from Ties and Chemtec divestitures and the bridge product line exit.*
3) *Backlog reflects a $2.7M decline from the bridge product line exit.*

Net Debt[1], Leverage and Cash Flow

Strong Operating Cash Flow Generated in 2024 Exceeded Our Expectations

- Strong Q4 operating cash flow of $24.3M drove decline in net debt[1] and 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
- Last Union Pacific settlement payment in 2024 ($8M)
- ~$93M in federal NOLs should minimize taxes for the foreseeable future
- Authorization of new $40M share repurchase program expires February 2028



December 31, 2024
Key Metrics

1.2x	$84.6M	$22.6M	$9.8M
Gross Leverage Ratio[1]	Funding Capacity[1,3]	Full Year Operating Cash	Full Year Cap. Spend

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 with Prudent Capital Allocation

Capital Allocation

Debt Reduction

- Target maintaining Gross Leverage Ratio[1] between ~1.0x - ~2.0x; improving free cash flow outlook provides opportunities for further growth and shareholder returns

Share Repurchases

- Repurchased ~4% of shares outstanding since February 2023; new $40M share repurchase program authorized through February 2028

Investment for Growth

Growth Capital Expenditures

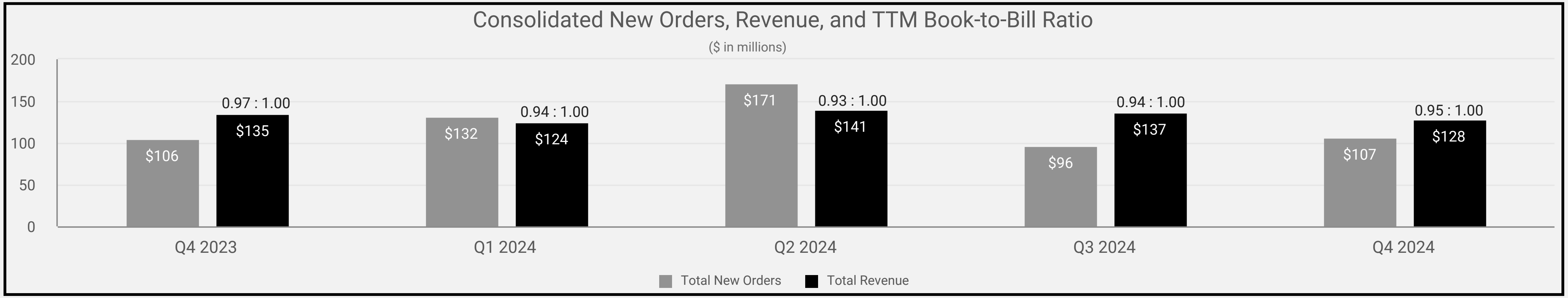
- Targeting ~2.0% of sales for maintenance and to support organic growth initiatives

Tuck In Acquisitions

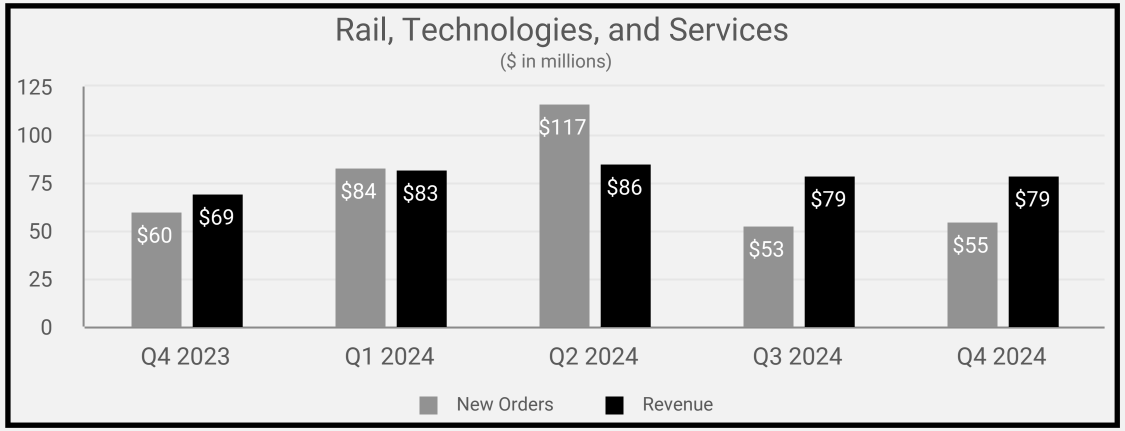
- Continue to opportunistically evaluate strategic partnerships that enhance our current portfolio

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

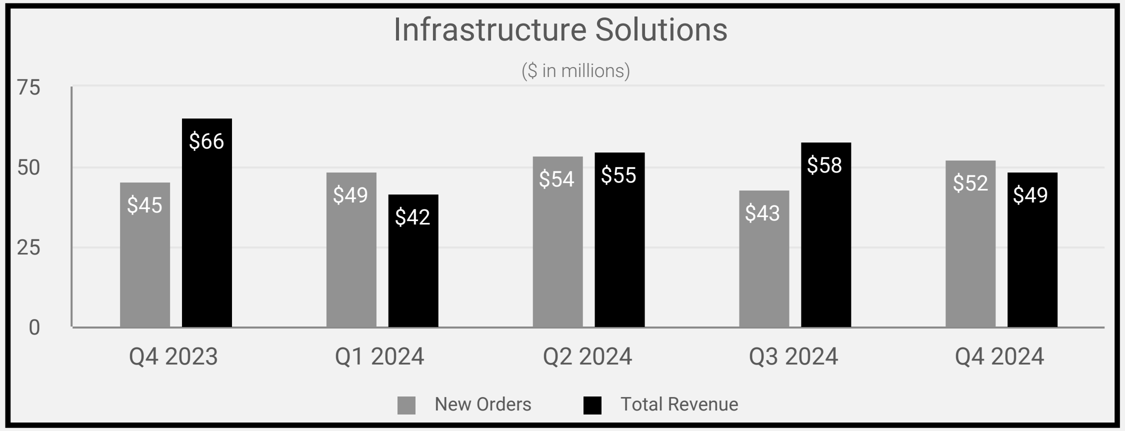
New Orders[1], Revenue and Book-to-Bill Ratios[1]



Consolidated TTM Q4 2024 Book-to-Bill Ratio: 0.95 : 1.00



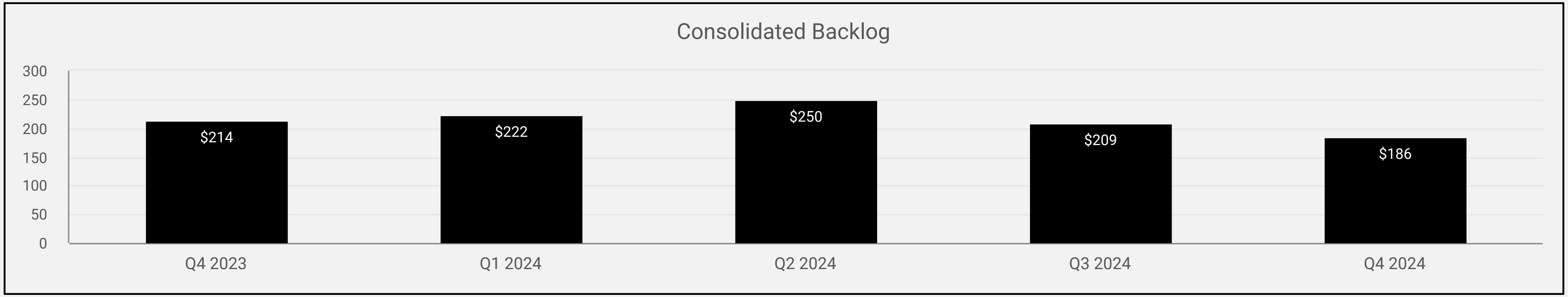
Rail TTM Q4 2024 Book-to-Bill Ratio: 0.94 : 1.00

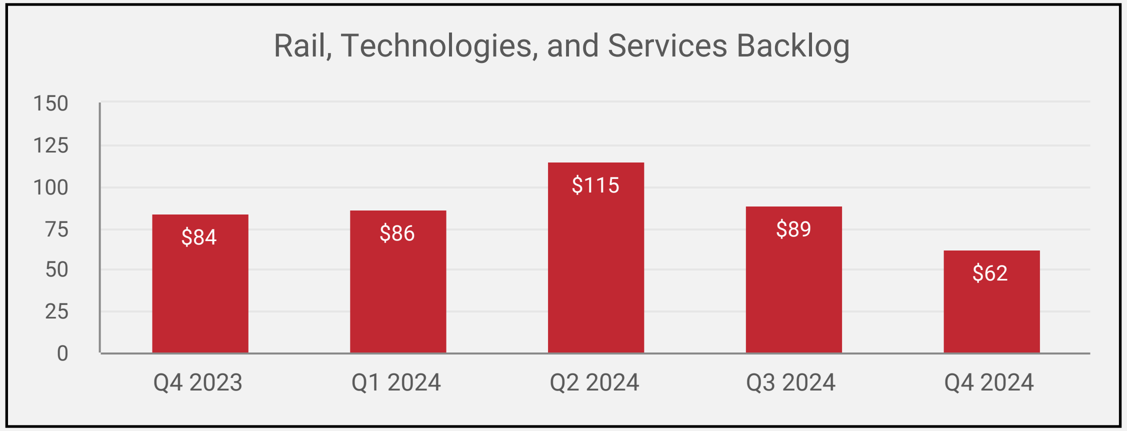


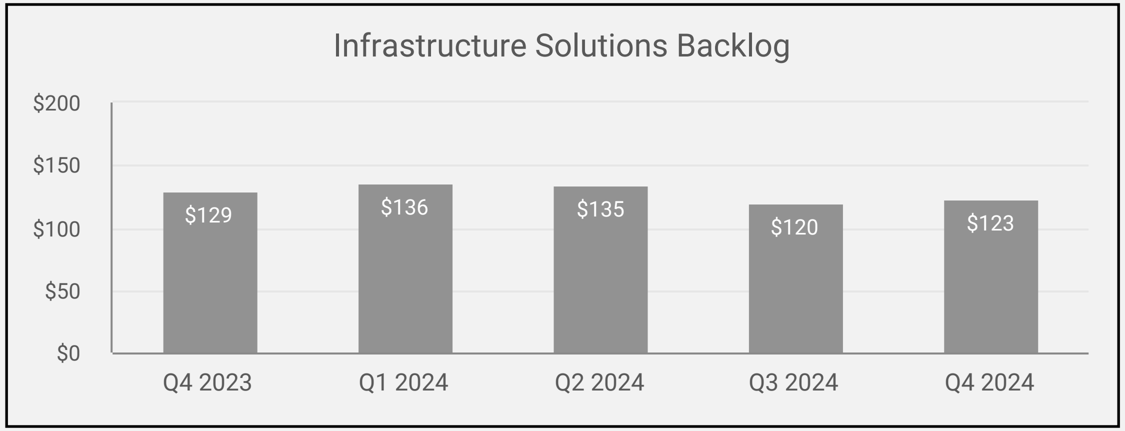
Infrastructure TTM Q4 2024 Book-to-Bill Ratio: 0.97 : 1.00

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







Reduced Backlog Due in Part to Strategic Decision to Scale Back UK / Exit Bridge Product Line

1) Refer to safe harbor disclaimer slide and related reconciliations within the appendix regarding non-GAAP measures.
2) Q4 2024 backlog reflects a $2.7M decline from the bridge grid deck product exit.

Closing Remarks

John Kasel
President and CEO

Market and Business Outlook

Tariff / Government Funding Uncertainty Creating Current Cautionary Environment in Certain Markets

Government funding of large-scale investments for freight rail, transit lines and civil infrastructure / transportation projects expected to remain largely intact given need

Continuing focus on and funding of rail safety initiatives supports long-term growth for Rail Technologies offerings

On track to commission facility in Florida to produce Envirocast® modular wall systems for commercial and residential real estate market

Renewed interest in domestic energy production translating into improving demand for pipeline Protective Coatings product lines

L.B. Foster Investment Thesis

Structural Improvement in Profitability	Business portfolio transformation, organic growth and focused profitability initiatives manifesting in improved results
Organic Growth Drivers in Place	Infrastructure pure play with a diverse set of avenues for growth in multi-year infrastructure investment super cycle
Favorable Free Cash Flow Inflection Point	Improving margin and profitability outlook with capital-light business model with demonstrated FCF generation over time
Disciplined Capital Allocation	Multiple value-creating capital allocation levers at disposal

Innovating to Solve Global Infrastructure Challenges

Our Strategic Transformation Journey...

Financial Results 2021 v. 2024	2021	2024
Net sales	$514M	$531M
Gross margin	16.8%	22.2%
Adj. EBITDA	$19M	$34M
Adj. EBITDA %	3.6%	6.3%
Free cash flow	($5M)	$13M

2025 Financial Goals Established in December 2021	Low	High
Net sales	$580M	$620M
Gross margin	22.0%	23.0%
Adj. EBITDA	$48M	$52M
Adj. EBITDA %	~8.0%	

2025 Financial Guidance March 4, 2025	Low	High
Net sales	$540M	$580M
Adj. EBITDA	$42M	$48M
Adj. EBITDA %	7.8%	8.3%
Free cash flow	$20M	$30M

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

Thank you!

L.B. Foster Q4 2024 Earnings Presentation

We look forward to discussing our Q1 2025 results in early May 2025.

Appendix

Condensed Balance Sheet - Assets

Assets	December 31, 2024	December 31, 2023
($ in millions)		
Current assets:		
Cash and cash equivalents	$ 2.5	$ 2.6
Accounts receivable - net	65.0	53.5
Contract assets	16.7	29.5
Inventories - net	70.5	73.1
Other current assets	6.9	8.7
Total current assets	$ 161.6	$ 167.4
Property, plant, and equipment - net	75.4	75.6
Operating lease right-of-use assets - net	18.2	14.9
Other assets:		
Goodwill	31.9	32.6
Other intangibles - net	14.8	19.0
Other assets	32.4	3.0
Total assets	$ 334.3	$ 312.4

Note figures may not foot due to rounding.

Condensed Balance Sheet – Liabilities and Equity

Liabilities and Stockholders' Equity	December 31, 2024	December 31, 2023
($ in millions)		
Current liabilities:		
Accounts payable	$ 50.1	$ 39.5
Deferred revenue	10.2	12.5
Other accrued liabilities	27.7	42.4
Current maturities of long-term debt	0.2	0.1
Total current liabilities	$ 88.2	$ 94.5
Long term debt	46.8	55.2
Other long-term liabilities	20.4	19.9
Total L.B. Foster Company stockholders' equity	178.3	142.1
Noncontrolling interest	0.7	0.7
Total liabilities and stockholders' equity	$ 334.3	$ 312.4

Note figures may not foot due to rounding.

Condensed Income Statement – Q4

	Three Months Ended December 31, 2024		Three Months Ended December 31, 2023		Delta	
($ in millions except per share data)	$	% of Sales	$	% of Sales	$	%
Sales	$ 128.2		$ 134.9		$ (6.7)	(5.0)%
Gross profit	28.6	22.3%	28.7	21.3%	(0.1)	(0.3)%
SG&A	24.4	19.1%	27.3	20.2%	(2.8)	(10.4)%
Amortization expense	1.1		1.2		(0.1)	(4.4)%
Interest expense - net	1.0		1.1		(0.1)	(9.6)%
Other expense - net	1.6		(0.1)		1.7	**
Income (loss) before income taxes	0.4		(0.7)		1.2	(159.9)%
Income tax expense (benefit)	0.7		(0.3)		1.0	**
Net loss attributable to noncontrolling interest	—		—		—	(12.5)%
Net loss attributable to L.B. Foster Company	$ (0.2)		$ (0.4)		$ 0.2	(43.7)%
Diluted loss per share	$ (0.02)		$ (0.04)		$ 0.02	50.0 %
EBITDA[1]	$ 5.0	3.9%	$ 4.1	3.0%	$ 0.9	21.4 %
Adjusted EBITDA[1]	$ 7.2	5.6%	$ 6.1	4.5%	$ 1.1	18.7 %

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 – Full Year

	Year Ended December 31, 2024		Year Ended December 31, 2023		Delta	
($ in millions except per share data)	$	% of Sales	$	% of Sales	$	%
Sales	$ 530.8		$ 543.7		$ (13.0)	(2.4)%
Gross profit	118.1	22.2%	112.0	20.6%	6.0	5.4 %
SG&A	96.4	18.2%	97.6	18.0%	(1.2)	(1.3)%
(Gain) on sale of former joint venture facility	(3.5)		—		(3.5)	**
Amortization expense	4.6		5.3		(0.7)	(12.9)%
Interest expense - net	5.0		5.5		(0.5)	(9.7)%
Other expense - net	1.1		2.6		(1.6)	(59.2)%
Income before income taxes	14.4		0.9		13.5	**
Income tax benefit	(28.4)		(0.4)		(28.0)	**
Net loss attributable to noncontrolling interest	(0.1)		(0.2)		0.1	(37.6)%
Net income attributable to L.B. Foster Company	$ 42.9		$ 1.5		$ 41.5	**
Diluted earnings per share	$ 3.89		$ 0.13		$ 3.76	**
EBITDA[1]	$ 33.5	6.3%	$ 21.7	4.0%	$ 11.8	54.2 %
Adjusted EBITDA[1]	$ 33.6	6.3%	$ 31.8	5.8%	$ 1.8	5.7 %

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)	Year Ended December 31, 2024	Year Ended December 31, 2023
Net income and other non-cash items from operations	$ 27.2	$ 21.5
Receivables	(12.3)	27.4
Contract assets	12.4	1.8
Inventory	2.4	(6.6)
Payables and deferred revenue	8.2	(7.4)
Trade working capital subtotal	$ 37.9	$ 36.6
Payment of accrued settlement	(8.0)	(8.0)
All other[1]	(7.3)	8.4
Net cash used in operating activities	$ 22.6	$ 37.0
Capital expenditures	(9.8)	(4.5)
Proceeds from asset divestitures	—	7.7
Acquisitions, net of cash acquired	(0.4)	(1.2)
Net (repayments) proceeds of debt	(8.0)	(37.3)
All other[1]	(4.5)	(2.0)
Net decrease in cash	$ (0.1)	$ (0.3)
Cash balance, end of period	$ 2.5	$ 2.6

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, consideration from NCI, and exchange rate impact.*
Note figures may not foot due to rounding.

New Orders and Backlog

New Orders Entered – Three Months Ended				
($ in millions)	December 31, 2024	December 31, 2023	Delta	
Rail, Technologies, and Services	$ 55.0	$ 60.1	$ (5.1)	(8.5)%
Infrastructure Solutions	52.2	45.5	6.8	14.9 %
Total	$ 107.2	$ 105.5	$ 1.7	1.6 %

New Orders Entered – Year Ended				
($ in millions)	December 31, 2024	December 31, 2023	Delta	
Rail, Technologies, and Services	$ 308.4	$ 299.6	$ 8.8	2.9 %
Infrastructure Solutions	198.1	229.4	(31.3)	(13.6)%
Total	$ 506.5	$ 529.0	$ (22.5)	(4.3)%

Backlog vs. Prior Year Quarter				
($ in millions)	December 31, 2024	December 31, 2023	Delta	
Rail, Technologies, and Services	$ 62.4	$ 84.4	$ (22.0)	(26.0)%
Infrastructure Solutions	123.5	129.4	(5.9)	(4.6)%
Total	$ 185.9	$ 213.8	$ (27.9)	(13.0)%

Note figures may not foot due to rounding.

Segment Results – Q4

Segment Sales	Three Months Ended December 31, 2024	Three Months Ended December 31, 2023	Delta	
($ in millions)	$	$	$	%
Rail, Technologies, and Services	$ 79.2	$ 69.3	$ 9.9	14.2 %
Infrastructure Solutions	49.0	65.6	(16.6)	(25.2)%
Total	$ 128.2	$ 134.9	$ (6.7)	(5.0)%

Segment Gross Profit	Three Months Ended December 31, 2024		Three Months Ended December 31, 2023		Delta	
($ in millions)	$	% of Sales	$	% of Sales	$	Δ bps
Rail, Technologies, and Services	$ 17.6	22.2%	$ 13.3	19.2%	$ 4.2	300
Infrastructure Solutions	11.1	22.6%	15.4	23.5%	(4.3)	(90)
Total	$ 28.6	22.3%	$ 28.7	21.3%	$ (0.1)	100

Operating Income (Loss)	Three Months Ended December 31, 2024	Three Months Ended December 31, 2023	Delta	
($ in millions)	$	$	$	%
Rail, Technologies, and Services	$ 4.7	$ (0.9)	$ 5.6	**
Infrastructure Solutions	2.0	5.4	(3.4)	(62.3)%
Other - Corporate	(3.7)	(4.2)	0.5	(12.7)%
Consolidated operating income	$ 3.1	$ 0.3	$ 2.8	**

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

Segment Results – Full Year

Segment Sales	Year Ended December 31, 2024	Year Ended December 31, 2023	Delta	
($ in millions)	$	$	$	%
Rail, Technologies, and Services	$ 326.9	$ 312.2	$ 14.7	4.7 %
Infrastructure Solutions	203.9	231.6	(27.7)	(12.0)%
Total	$ 530.8	$ 543.7	$ (13.0)	(2.4)%

Segment Gross Profit	Year Ended December 31, 2024		Year Ended December 31, 2023		Delta	
($ in millions)	$	% of Sales	$	% of Sales	$	Δ bps
Rail, Technologies, and Services	$ 72.5	22.2%	$ 65.0	20.8%	$ 7.4	140
Infrastructure Solutions	45.6	22.4%	47.0	20.3%	(1.4)	210
Total	$ 118.1	22.2%	$ 112.0	20.6%	$ 6.0	160

Operating Income (Loss)	Year Ended December 31, 2024	Year Ended December 31, 2023	Delta	
($ in millions)	$	$	$	%
Rail, Technologies, and Services	$ 21.9	$ 12.3	$ 9.6	78.1 %
Infrastructure Solutions	9.4	8.6	0.8	8.7 %
Other - Corporate	(10.8)	(11.8)	1.0	(8.9)%
Consolidated operating income	$ 20.5	$ 9.1	$ 11.4	125.2 %

Note figures may not foot due to rounding.

Non-GAAP Measure: Adjusted EBITDA

($ in millions)	Three Months Ended December 31, 2024	Three Months Ended December 31, 2023	Year Ended December 31, 2024	Year Ended December 31, 2023	Year Ended December 31, 2021
Net (loss) income, as reported	$ (0.3)	$ (0.5)	$ 42.8	$ 1.3	$ 3.5
Interest expense - net	1.0	1.1	5.0	5.5	3.0
Income tax expense (benefit)	0.7	(0.3)	(28.4)	(0.4)	1.1
Depreciation expense	2.4	2.5	9.5	9.9	8.1
Amortization expense	1.1	1.2	4.6	5.3	5.8
Total EBITDA	5.0	4.1	33.5	21.7	21.4
Loss on divestitures	—	—	—	3.1	—
Gain on asset sale	—	—	(4.3)	—	—
Pension termination costs	1.7	—	1.7	—	—
Gain on divestiture of Piling Products	—	—	—	—	(2.7)
VanHooseCo contingent consideration	—	—	—	—	—
Bridge grid deck exit impact	—	0.3	—	4.5	—
Bad debt provision	—	1.0	—	1.9	—
Restructuring costs	0.5	0.7	1.5	0.7	—
Legal expense	—	—	1.2	—	—
Adjusted EBITDA	$ 7.2	$ 6.1	$ 33.6	$ 31.8	$ 18.7
Total sales, as reported	$ 128.2	$ 134.9	$ 530.8	$ 543.7	$ 513.6
Adjusted EBITDA margin	5.6 %	4.5 %	6.3 %	5.8 %	3.6 %

Note figures may not foot due to rounding.

Non-GAAP Measure: Funding Capacity & Free Cash Flow

($ in millions)	December 31, 2024
Cash and cash equivalents	$ 2.5
Total availability under the credit facility	130.0
Outstanding borrowings on revolving credit facility	(46.5)
Letters of credit outstanding	(1.4)
Net availability under the revolving credit facility[1]	$ 82.1
Total available funding capacity[1]	**$ 84.6**

	December 31, 2021	December 31, 2024
($ in millions)		
Net cash (used in) provided by operating activities	$ (0.8)	$ 22.6
Less capital expenditures on property, plant, and equipment	(4.6)	(9.8)
Free cash flow	$ (5.4)	$ 12.8

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

Non-GAAP Measure: Net Debt[1]

($ in millions)	December 31, 2024	September 30, 2024	June 30, 2024	March 31, 2024	December 31, 2023	September 30, 2023	June 30, 2023	March 31, 2023
Total debt	$ 46.9	$ 68.5	$ 87.2	$ 78.1	$ 55.3	$ 71.7	$ 89.5	$ 80.1
Less: cash and cash equivalents	(2.5)	(3.1)	(4.0)	(3.1)	(2.6)	(3.0)	(3.9)	(2.6)
Total net debt[1]	$ 44.5	$ 65.4	$ 83.2	$ 74.9	$ 52.7	$ 68.7	$ 85.6	$ 77.5

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.*

Non-GAAP Measure: Adj. Results for Non-routine Items

	Three Months Ended
($ in millions)	September 30, 2023
Net sales, as reported	$ 145.3
Bridge grid deck exit impact	2.0
Net sales, as adjusted	$ 147.3
Gross profit, as reported	$ 27.4
Bridge grid deck exit impact	3.9
Gross profit, as adjusted	$ 31.3
Gross profit margin, as reported	18.9 %
Gross profit margin, as adjusted	21.2 %

Note figures may not foot due to rounding.

Non-GAAP Measure: Organic Sales

Change in Consolidated Organic Sales	Three Months Ended	Percent Change	Year Ended	Percent Change
($ in millions)	December 31,		December 31,	
2023 net sales, as reported	$ 134.9		$ 543.7	
Decrease from divestitures and exit	(1.6)	(1.2)%	(13.8)	(2.5)%
Change due to organic sales (decline) growth	(5.1)	(3.8)%	0.8	0.2 %
2024 net sales, as reported	$ 128.2	(5.0)%	$ 530.8	(2.4)%

Change in Rail, Technologies, and Services Organic Sales	Year Ended	Percent Change
($ in millions)	December 31,	
2023 net sales, as reported	$ 312.2	
Decrease due to divestitures	(2.1)	(0.7)%
Change due to organic sales growth	16.8	5.4 %
2024 net sales, as reported	$ 326.9	4.7 %

Change in Infrastructure Solutions Organic Sales	Three Months Ended	Percent change
($ in millions)	December 31,	
2023 net sales, as reported	$ 65.6	
Decrease due to product line exit	(1.6)	(2.4)%
Change due to organic sales decline	(15.0)	(22.8)%
2024 net sales, as reported	$ 49.0	(25.2)%

Note figures may not foot due to rounding.

Non-GAAP Measure: Organic Sales

Change in Consolidated Sales	Three Months Ended	Percent Change
($ in millions)	September 30,	
2023 net sales, as adjusted	$ 145.3	
Increase (decrease) from divestitures and exit	0.6	0.4 %
Change due to organic sales decline	(8.5)	(5.9)%
2024 net sales, as reported	$ 137.5	(5.4)%

Change in Consolidated Organic Sales	Three Months Ended	Percent Change
($ in millions)	June 30,	
2023 net sales, as reported	$ 148.0	
Decrease due to divestitures and exit	(2.2)	(1.5)%
Change due to organic sales decline	(5.0)	(3.4)%
2024 net sales, as reported	$ 140.8	(4.9)%

Change in Consolidated Organic Sales	Three Months Ended	Percent Change
($ in millions)	March 31,	
2023 net sales, as reported	$ 115.5	
Decrease due to divestitures and exit	(10.6)	(9.2)%
Change due to organic sales growth	19.5	16.9 %
2024 net sales, as reported	$ 124.3	7.6 %

Note figures may not foot due to rounding.