LBFoster

Baird 2020
Global Industrial Conference

November 12, 2020

Robert Bauer – President and Chief Executive Officer
James Kempton – Corporate Controller and Principal Accounting Officer

SAFE HARBOR DISCLAIMER

LBFoster®

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, and the continued deterioration in the prices for oil and gas, 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, 2019, 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 November 12, 2020, 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
- Adjusted EBITDA Multiple

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. The Company also discloses the Adjusted EBITDA multiple as a standard of Company valuation based on Enterprise Value, which assists in an understanding of the overall Company value, and can be helpful in per comparisons.

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.

TODAY'S PRESENTERS

Robert Bauer

President and Chief Executive Officer

- Serving as President and Chief Executive Officer since joining the Company in 2012
- 35+ years of experience in technology and manufacturing industry

James Kempton

Corporate Controller and Principal Accounting Officer

- Joined the Company in February of 2020 with a significant background in the infrastructure sector; serving as Interim CFO
- 20+ years of experience in finance, including SEC reporting, Accounting, Mergers and Acquisitions, and Treasury

COMPANY OVERVIEW

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Who we are

- Leading manufacturer and distributor of products and provider of services for the transportation and energy infrastructure markets
- Headquartered in Pittsburgh, Pennsylvania
- Locations throughout North America and Europe
- Basis in reliable infrastructure; growth in technology, efficiencies, and safety

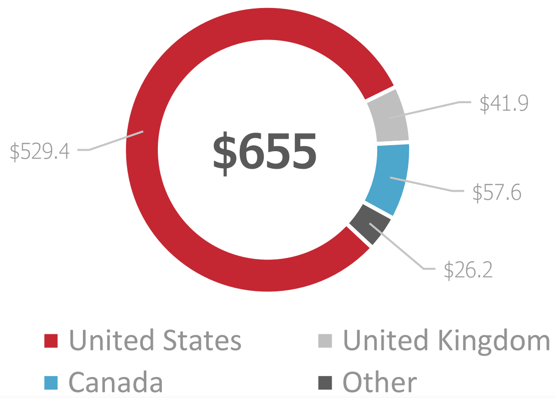
NASDAQ: FSTR

1902	54	1,330	$2.00[(1)]
FOUNDED	PLANTS YARDS & OFFICES	PROFESSIONALS WORLDWIDE	2019 CONTINUING OPS DILUTED ADJ. EPS

Information above as of 12/31/2019.

2019 Net Sales by Region

($ in millions)



Segments

- Rail Products and Services
- Construction Products
- Tubular and Energy Services

Business System

Focus

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

Financials

- $118.4M – Q3 2020 Revenue
- $7.4M – Q3 2020 Adj. EBITDA [(1)]
- $235.2M – Sept 30, 2020 Backlog
- $130.5M – Q3 2020 New Orders

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

COMPANY
HIGHLIGHTS

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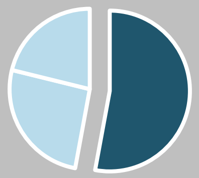
- Infrastructure Focused Business with Differentiated Service Offerings
- Long-Standing Customer Relationships and Supplier Partnerships
- Widely Considered a Pandemic Essential Business
- Very Strong Free Cash Flow Generation
- Robust Backlog as of Q3 2020 Enhances Revenue, Earnings, and Cash Flow Visibility
- Attractive Balance Sheet with Adjusted Net Leverage of 1.1x[1] as of Q3 2020
- Opportunity to Drive Additional Growth Through Strategic, Bolt-On Acquisitions

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

BUSINESS
PROFILE

Markets We Serve	Transportation Infrastructure		Energy Infrastructure
Segment	Rail Products and Services	Construction Products	Tubular and Energy Services
Revenue (YTD 9/30/20)	Rail Constr Tubular  **$209M, 55%**	Rail Constr Tubular  **$109M, 29%**	Rail Constr Tubular  **$64M, 17%**
Strategic Emphasis	• Continued expansion of Rail Technologies & Services • Growth of on-track services	• Expanding precast products and geographical footprint • Bridge peripheral components	• Focus on midstream applications and profitable business units amid challenges in oil and energy • Development and implementation of new measurement applications

Rail Products and Services

Construction Products

Tubular and Energy Services

Note figures may not foot due to rounding.

INFRASTRUCTURE
KEY TRENDS

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DRIVERS	IMPACT ON L.B. FOSTER
Short-Term	
Decline in demand and price of oil; consumption in line with near-term decline in travel	Significant reduction in US oil drilling and production activities negatively impacting market
Pandemic-related restrictions in production and supply chain and changes to transit rail demand	Reduced demand for transit friction management consumables
Potential federal stimulus efforts as a result of COVID-19	Funding, including the recently enacted Great American Outdoors Act, benefitting infrastructure projects
Long-Term	
Highway congestion, pollution	Increased demand in transit rail and highway capacity
Globalization and the search for the best supply chains and lowest cost	Increased need for intermodal transportation investment and energy consumption
Global markets, trade and quotas, import / export growth	Construction of additional ports, intermodal rail, and pipelines

PROJECT HIGHLIGHTS

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Rail Products and Services

Crossrail - UK

- Mobile and wireless touchscreen systems for passengers to safely navigate through busy public areas
- Public address voice alarm safety systems
- CCTV safety monitoring systems

Construction Products

Dallas Area Rapid Transit Project

- Precast concrete sound walls to be provided in addition to rail products
- Wide US geographic reach, with product offerings leveraging synergies across multiple business units

Tubular and Energy Services

Pipeline Project

- Major Protective Coatings business project located in the U.S. Southwest
- Project entails the coating of 2.5 million feet of 24-inch pipe for use in midstream oil and gas transmission lines

DRIVING
SHAREHOLDER VALUE

LBFoster®

Sustain Organic Company Growth Through Margin and Profit Improvement and Expanding Customer Reach

Maintain Strong Operating Cash Flow and Free Cash Flow Through Working Capital Management

Drive Shareholder Value

Continued Focus On Debt Paydown and Sustaining Our Strong Balance Sheet and Modest Leverage Ratio

Deploy Cash to Execute Bolt-On Acquisitions, With a Focus On Rail Technologies and Precast Concrete

Focus on Rail Technologies

Precast Concrete Expansion

Midstream Applications

L.B. Foster

- Considered an essential business in most of jurisdictions in which the Company operates
- Prioritized employee safety – COVID-19 protocols in place at all Company locations
- Strong balance sheet position enables the Company to effectively navigate the current environment
  - $79 million of total available funding capacity as of September 30, 2020

Rail and Construction Segments

- While impacted by the pandemic, these segments displayed some resilience in performance during Q3 2020
- Friction management consumables demand decreased in relation to rail traffic volumes
- London Crossrail Project impacted by work stoppage related to U.K. pandemic restrictions
- Both Rail & Construction new orders increased in Q3 2020 vs. Q3 2019
- Aggregate Rail & Construction backlog up by ~$53 million at September 30, 2020 compared to September 30, 2019

Tubular and Energy Segment

- Decrease in demand for oil & gas driven by the pandemic significantly impacted this segment
- Despite current headwinds, business units serving midstream markets expected to possess more potential longer term
  - Actions taken to reduce cost structure
- Sold the IOS Test & Inspection Services business in Q3 2020 as a strategic decision to exit the upstream energy market and to focus on businesses with more favorable outlooks

COVID-19

PANDEMIC ACTION PLAN

We have prioritized employee and supply chain partner safety while successfully continuing our operations to provide essential products and services

Successful navigation of disruptions to continue operations and keep our world moving

Maintenance of balance sheet and financial flexibility to ensure future stability

Social distancing protocols implemented; work performed remotely where possible

Increased handwashing and cleaning protocols at all facilities; mask mandates and temperature checks

RAIL
PRODUCTS & SERVICES

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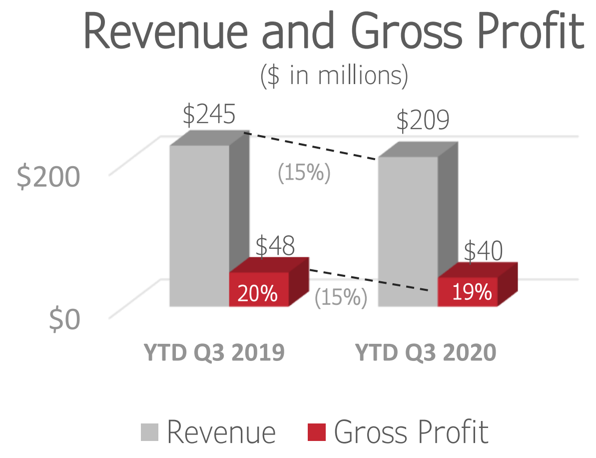
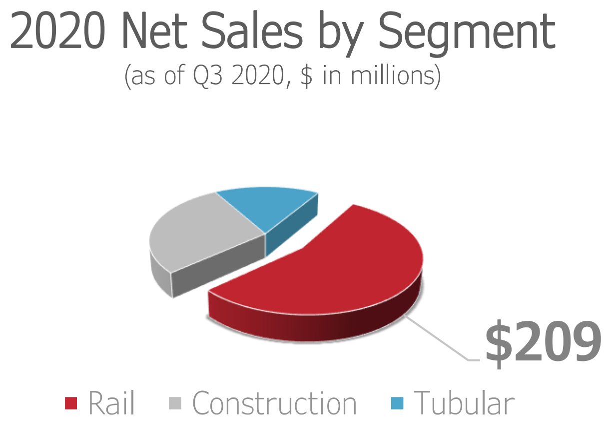
Segment at a Glance

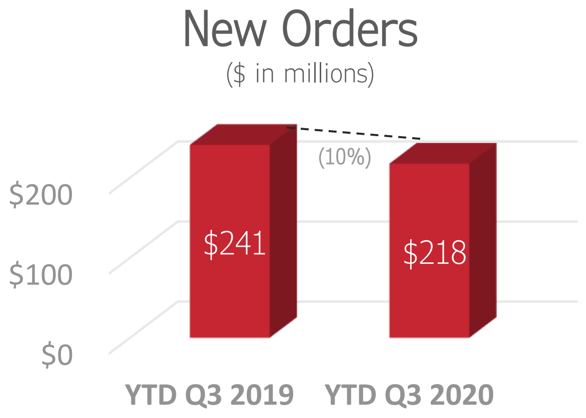
Key Offerings
- Track infrastructure products and services offering advanced rail technologies
- Wheel-rail interface solutions
- Automation, telecoms, and condition monitoring

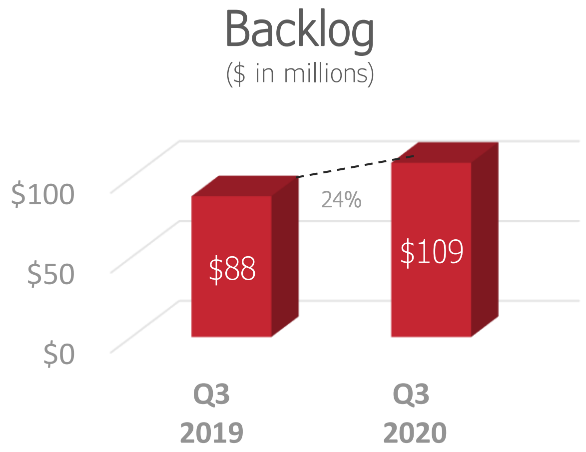
Business Highlights
- Steady sequential order activity and strong backlog in segment
- Rail service projects expected to drive COVID-19 recovery within the segment
- Demand for transit consumable products negatively impacted by recent pandemic-related travel declines

Competitive Advantage
- Expertise in product innovation that reduces rail maintenance costs and increases asset life and return on investment for network owners









Note figures may not foot due to rounding.

EVOLUTION TOWARD
RAIL TECHNOLOGIES

Condition Monitoring Technologies

Rockfall Monitoring System

Avalanche Detection System

LIDAR Obstacle Detection

Improves safety and prevents unplanned downtime

Friction Management and Advanced Mobile Solutions

Friction Management Field Services

Friction Management Wayside System

LFC Solid Stick On-Board Lubricant

Reduces wear and improves operating conditions

- Deploying advanced technologies and new business models to offer innovative, cutting edge products and services that accommodate a wide range of industry needs
- Allowing a focus on efficiency and driving favorable margins
- Leveraging existing customer relationships as well as expanding reach

Controls and Display Solutions

Inform Totem

Multiuse informational display

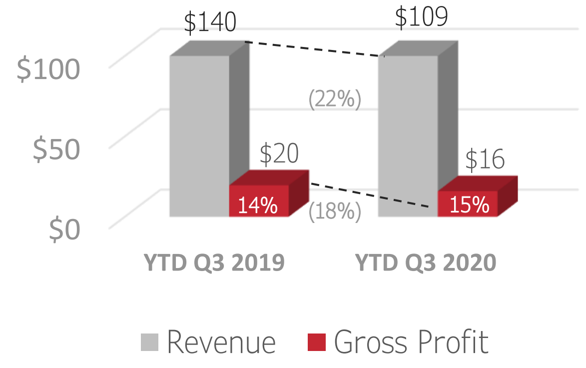
Segment at a Glance

Key Offerings
- Custom precast concrete products
- Engineered and distributed steel piling products
- Fabricated bridge products

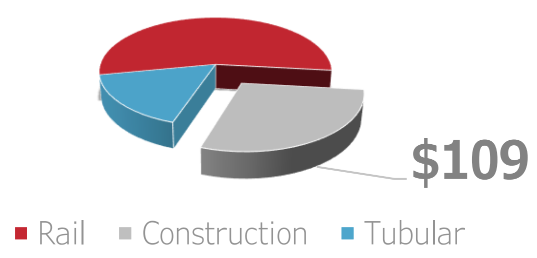
Business Highlights
- Spokane, WA precast concrete facility moved to Boise, ID in first half of 2020 to reduce logistics costs and gain new customers
- Piling capitalized on the Port Everglades project during 2019
- Fabricated Bridge drives a number of small to mid-size jobs at higher margins; most recently a ~$14M order in Q2 2020
- Potential growth catalyst in recently enacted Great American Outdoors Act

Competitive Advantage
- Prevalent player in fragmented precast concrete market

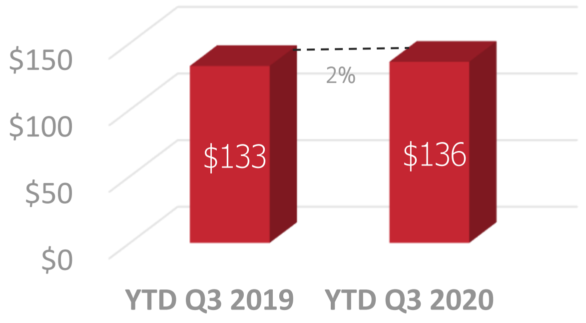
Revenue and Gross Profit
($ in millions)



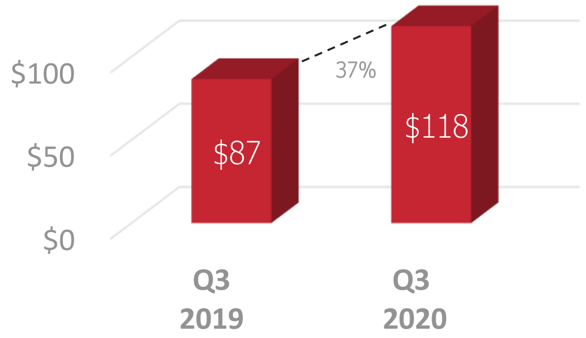
2020 Net Sales by Segment
(as of Q3 2020, $ in millions)



New Orders
($ in millions)

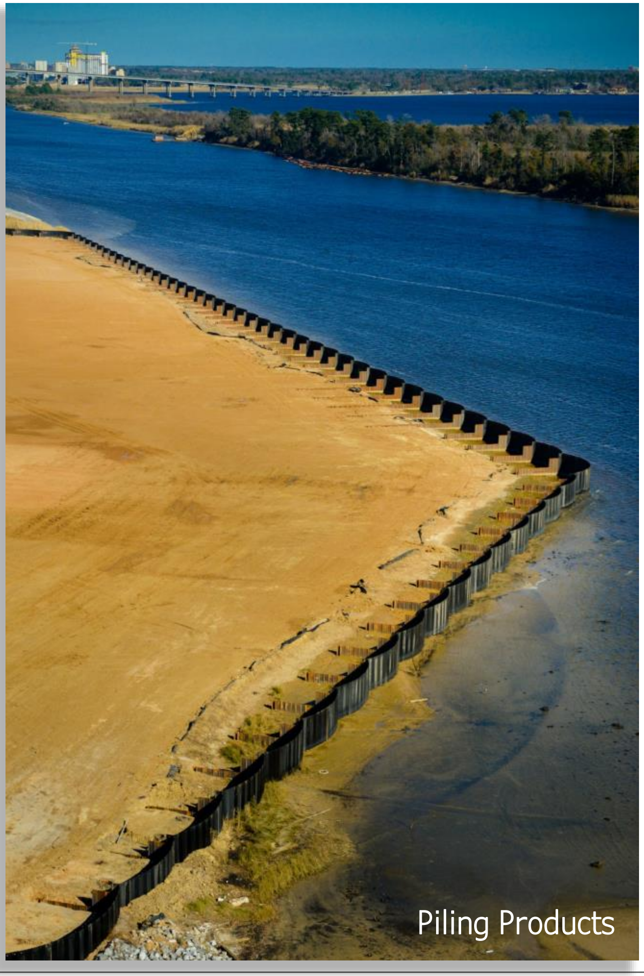


Backlog
($ in millions)



Note figures may not foot due to rounding.

Segment Strategy – Expanding into Adjacent Markets



- Expanding geographic reach and new customer acquisition via the newly relocated Boise, ID precast concrete facility
- Targeting additional geographic expansion of precast concrete business to further increase market share through selective, bolt-on acquisitions
- Focusing within the Piling Products distribution business on logistics model and yard locations in order to obtain lower delivery costs

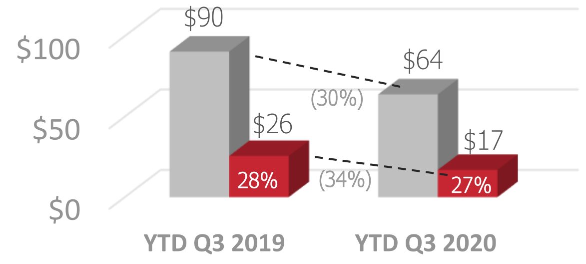
Segment at a Glance

Key Offerings
- Pipe coatings and linings for pipe used for a variety of objectives, including oil and gas transmission, mining, waste water, and custom uses
- Metering systems for custody transfer applications

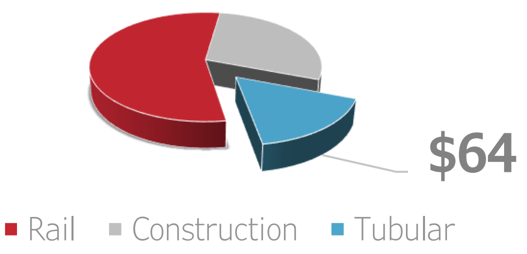
Business Highlights
- Upstream business adversely impacted by pandemic-related reduction in demand for oil
- Sale of IOS Test & Inspection Services business in Q3 2020 to focus on the Company's midstream focused businesses
- Expanded Precision Measurement facility has provided additional capacity

Competitive Advantage
- Pipe Coating business has a long-term relationship with its primary customer, a pipe manufacturer

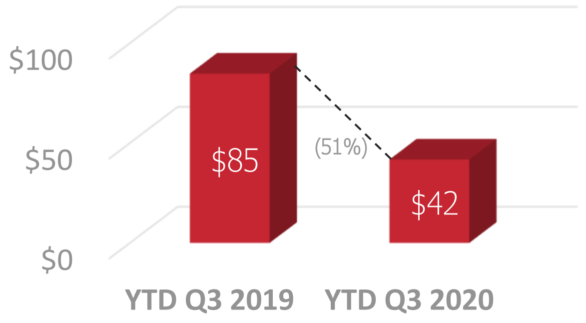
Revenue and Gross Profit
($ in millions)



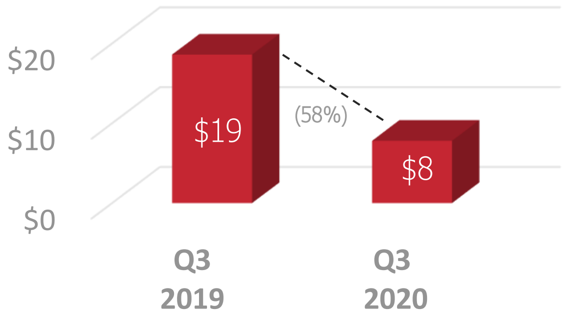
2020 Net Sales by Segment
(as of Q3 2020, $ in millions)



New Orders
($ in millions)



Backlog
($ in millions)



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

IOS SALE

FINANCIAL IMPACT

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Test and Inspection Services Results[2]			
($ in millions, unless otherwise indicated)	Nine Months Ended September 30, 2019	Twelve Months Ended December 31, 2019	Nine Months Ended September 30, 2020
Sales	$30.6	$38.6	$13.6
Gross Profit	$1.2	$0.4	($3.0)
Gross Profit Margin	4.1%	1.1%	(22.2%)
Net Loss	**($1.5)**	**($5.4)**	**($8.0)**
EBITDA[1]	($0.6)	($3.5)	($8.5)
Adjusted EBITDA [1]	**($0.6)**	**($1.8)**	**($2.6)**

- Received $4.0 million in cash proceeds from an unaffiliated buyer
  - Loss on sale of $10.0 million, net of tax
- Significant tax benefits to the Company as a result of the transaction
  - Approximately $9.0 million cash tax refund anticipated to be received within the next year
  - Incremental $19.0 million tax benefit recorded as a result of the disposition
- Beginning with the quarter ending September 30, 2020, the Company presents the Test and Inspection Services business as discontinued operations within the financial statements

(1) See non-GAAP reconciliation tables at the end of this presentation regarding non-GAAP measures used herein.
(2) Results do not include loss on sale of $10.0 million, net of tax.
Note figures may not foot due to rounding.

Segment Strategy – Capitalizing on Core Competencies


Precision Measurement, Willis, TX

- Through strategic review to minimize impact of unfavorable oil and energy market conditions, the Company sold its IOS Test & Inspection Services business in Q3 2020 to focus on competencies that serve the midstream market
- Expansion of Willis, TX precision measurement facility; enabling growth in manufacturing and assembly volumes and the ability to manage larger projects


Coating Facility, Willis, TX


Coating Facility, Birmingham, AL

GROWTH THROUGH
ACQUISITIONS

LBFoster®

- Positioned to pursue select acquisitions that support our strategic plan given balance sheet position and low leverage
- Targeting small, accretive bolt-on acquisitions augmenting our core service offerings
  - Completed one such acquisition in Q3 2020 in the Precast Concrete business
- Potential multiplier effect given expected revenue and cost synergies

Rail Technologies Totems


Precast Concrete Buildings

Rail Technologies Pursuits

- Expansion of differentiated service offerings
- Emphasis on disruption management and improving safety for rail operators
- Increased gross margin potential

Precast Concrete Pursuits

- Focus on geographic expansion of this business
- Drive scale in a fragmented industry
- Double-digit EBITDA profit margin potential

CORPORATE
RESPONSIBILITY

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Environmental

Social

Governance

90% of Steel Distributed or Fabricated Sourced From Mills 90%+ Recycled Scrap Steel	Active Recycling Programs at 100% of Our Company Plant or Yard Locations	Robust Employee and Human Rights Policy
Vendor Code of Conduct Defining Global Expectations of Integrity, Health and Safety, Environmental and Labor Practices	8 of 9 Board Directors are Independent	Recycled Fly Ash Used in Concrete Products, Eliminating the Ash as Landfill Waste
Goal to Reduce Electricity Consumption Intensity by 3.0% by 2030	Goal to Reduce CO2e (Greenhouse Gas) Intensity From our Operations by 2.0% by 2030	Goal to Increase Water Reuse and Reduce Water Consumption Within Manufacturing Facilities by 5% by 2030

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FINANCIAL HIGHLIGHTS

CREATING
SHAREHOLDER VALUE

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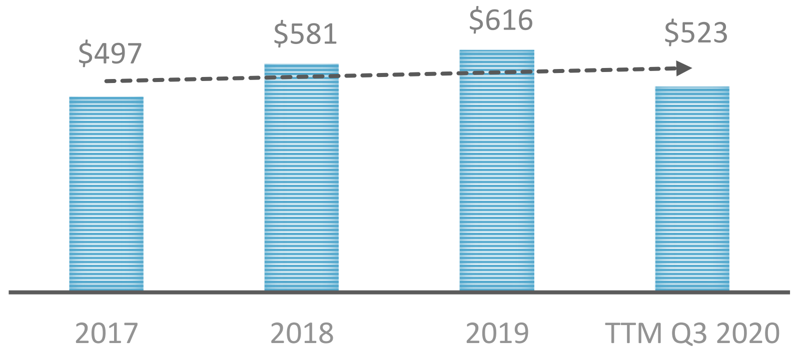
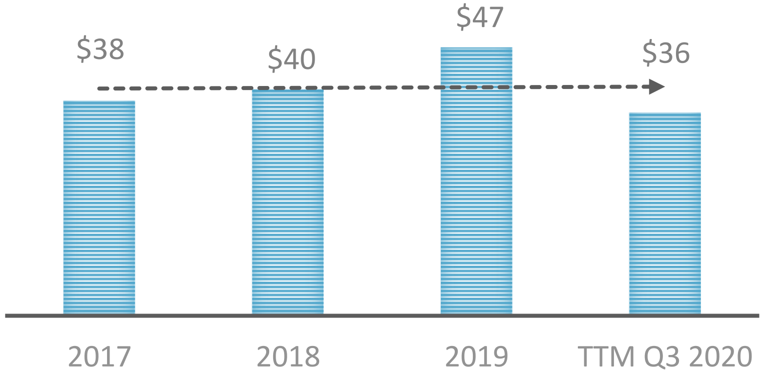
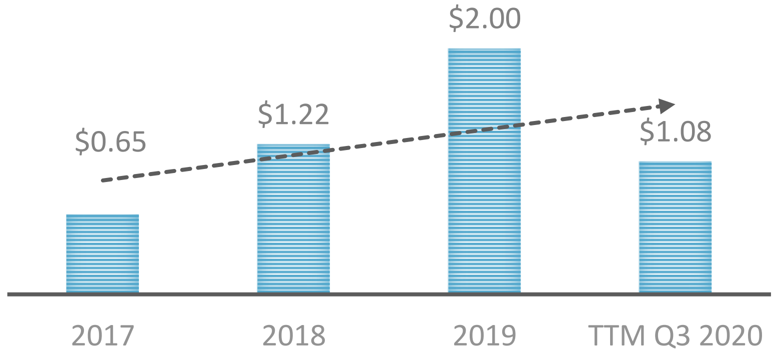
SALES
($ IN MILLIONS)



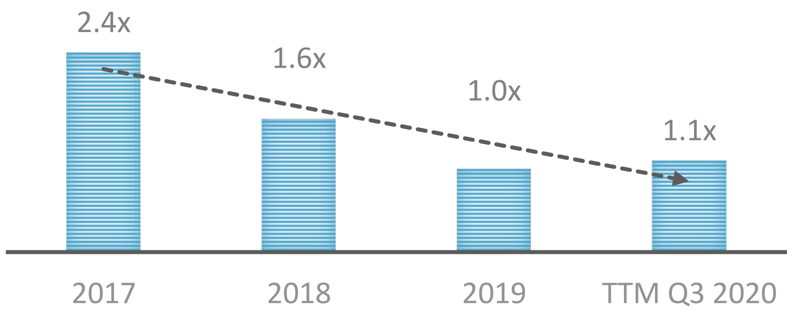
ADJUSTED EBITDA[1]
($ IN MILLIONS)



ADJUSTED EPS[1]



ADJUSTED NET LEVERAGE RATIO[1]



- 2020 YTD sales decline due to impact of COVID-19 pandemic, largely attributable to a 50% decline in YTD sales for the Tubular and Energy segment when compared to 2019
- Adjusted EBITDA steadily increased from 2017 – 2019, with 2020 values reflecting pandemic-related declines to earnings
- Strategic actions taken regarding the sale of IOS Test & Inspection Services business will help to mitigate the Tubular and Energy segment's negative impact on the Company's results

(1) See non-GAAP reconciliation tables at the end of this presentation regarding non-GAAP measures used herein.
Data presented on a continuing operations basis.

THIRD QUARTER
RESULTS

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Metrics ($ in millions, unless otherwise noted; except per share data)	Q3 2020	Q3 2019	Delta	
From continuing operations:				
Sales	$ 118.4	$ 144.8	$ (26.5)	(18.3%)
Gross Profit	22.1	28.0	(5.9)	(21.1%)
Gross Profit Margin	18.6%	19.3%	(0.0)	(3.4%)
Net Income	16.6	3.8	12.8	**
Adjusted Net Income[1]	1.0	3.8	(2.8)	(74.2%)
Earnings per Diluted Share	1.56	0.35	1.21	**
Adjusted Earnings per Diluted Share[1]	0.09	0.35	(0.26)	(74.3%)
Adjusted EBITDA[1]	7.4	9.3	(1.9)	(20.2%)
Operating Cash Flow	8.1	23.4	(15.3)	(65.4%)
New Orders	130.5	134.5	(4.0)	(3.0%)
Backlog	235.2	193.2	42.0	21.7%

- Third quarter 2020 results reflect continued challenges faced due to the decreased demand for oil as result of the COVID-19 pandemic
- Declines in Q3 2020 sales in compared to the prior year quarter are also driven by the completion of the Port Everglades project in 2019
- Net income includes an income tax benefit of $15.9 million associated with the sale of the IOS Test and Inspection Services business
    - Incremental $3.1 million of tax benefit is recognized in discontinued operations

(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.
*** Results of this calculation not considered meaningful for purposes of this presentation.*

DRIVING EFFICIENCIES

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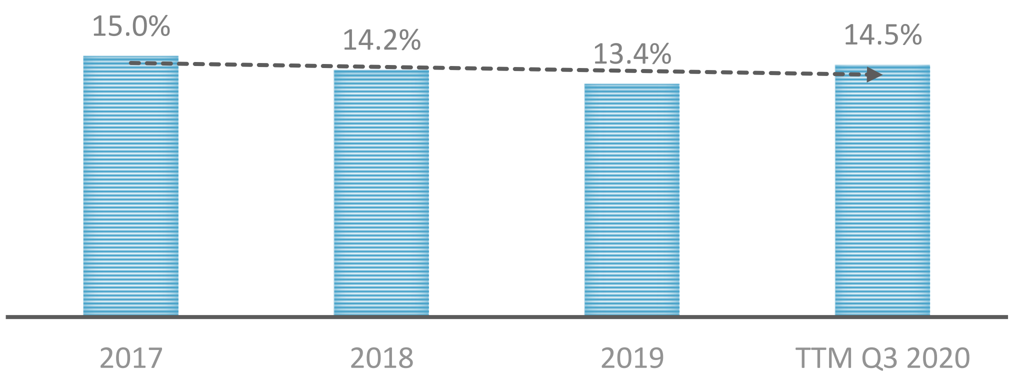
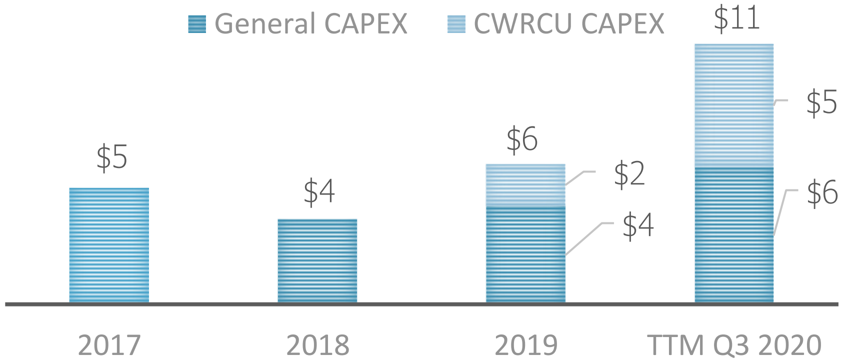
SG&A AS A PERCENT OF SALES



CAPEX
($IN MILLIONS)



Continuous Welded Rail Car & Unloader

- Impacted CAPEX for 2019 and TTM Q3 2020
- A very infrequent purchase requirement of the business
- Additional $0.4M spend on CWRCU expected in Q4 '20

Efficiency and Growth Initiatives

- Precast Concrete and Precision Measurement facilities expansions in Texas
- Bridge Products' new machine software shortens production schedules
- Relocation of Precast Concrete business from Spokane, WA to Boise, ID
- Leveraging advanced rail technologies and new business models, including expansion into adjacent markets


Boise, ID facilities

Expanded precision measurement facility

(1) See non-GAAP reconciliation tables at the end of this presentation regarding non-GAAP measures used herein.
Data presented on a continuing operations basis.

NON-GAAP
FREE CASH FLOW YIELD

Free Cash Flow Yield			
($ in millions, unless otherwise noted; except per share price)	LTM Q3 2020	2019	2018
Cash Provided by Continuing Operating Activities	$ 32.1	$ 26.2	$ 26.5
Less: Capital Expenditures from Continuing Operations	$ (11.2)	$ (6.0)	$ (3.7)
Free Cash Flow	$ 21.0	$ 20.2	$ 22.9
Shares Outstanding	10.6	10.4	10.4
Share Price[1]	**$ 13.42**	**$ 19.38**	**$ 15.90**
Free Cash Flow Yield[2]	**14.8%**	**10.0%**	**13.9%**

- Robust cash flow from continuing operations continue to drive double-digit free cash flow yield
- Cash flow from continuing operations YTD Q3 2020 increased by 57% when compared to the prior year period
- Management continues to focus on working capital management and strategic use of free cash flow
- Capital expenditures in LTM Q3 2020 and YTD 2019 were impacted by the acquisition of a continuous welded rail car & unloader, a very infrequent purchase requirement of the business

(1) Adjusted closing share prices as of September 30, 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.

BALANCE SHEET
STRENGTH

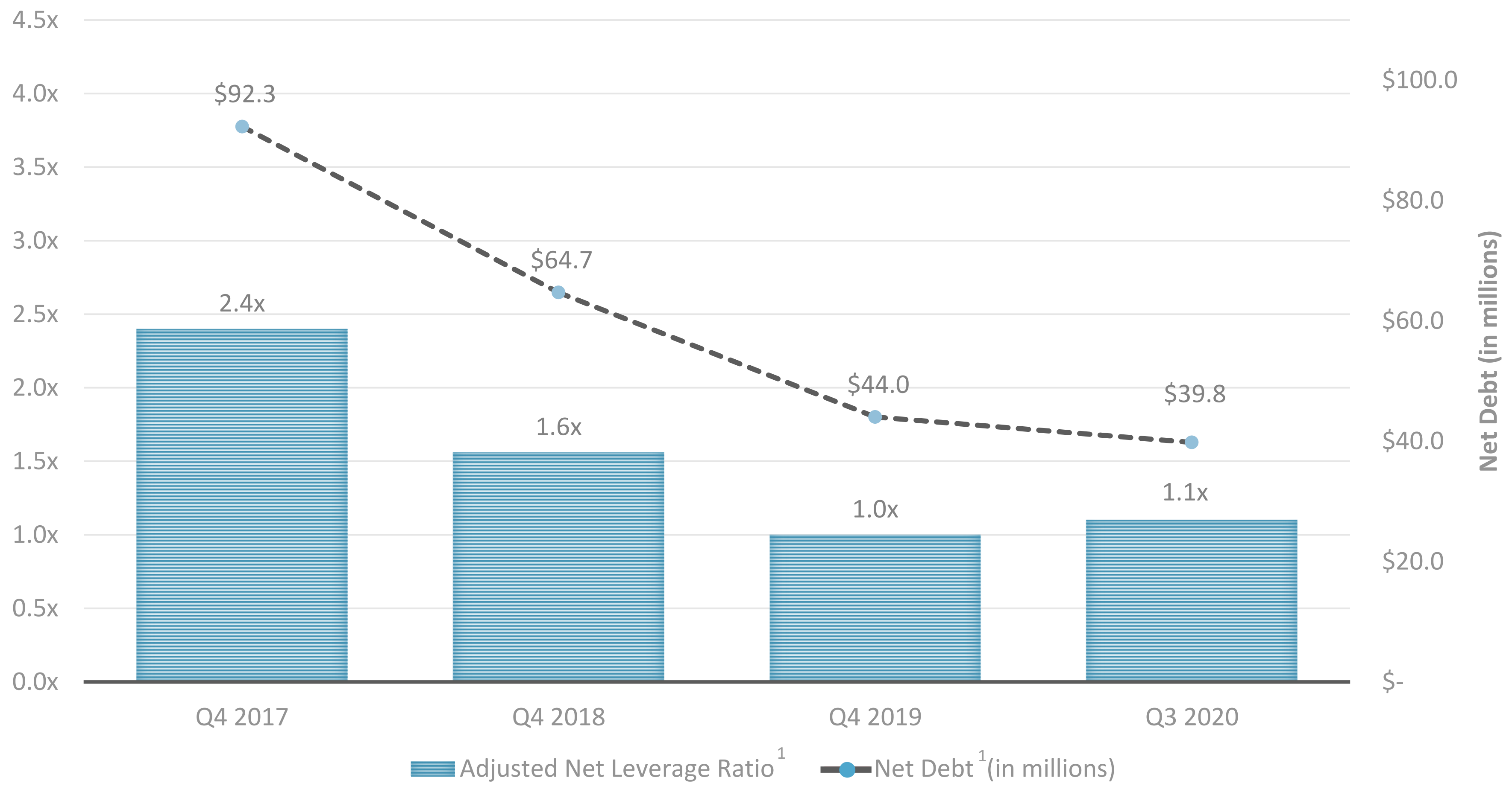
LBFoster®

- 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 decline in Net Debt[1] compared to Q2 2020, while the Adjusted Net Leverage Ratio[1] is at a modest 1.1x

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. Data presented on a continuing operations basis.*

FOCUS ON
LIQUIDITY

LBFoster®

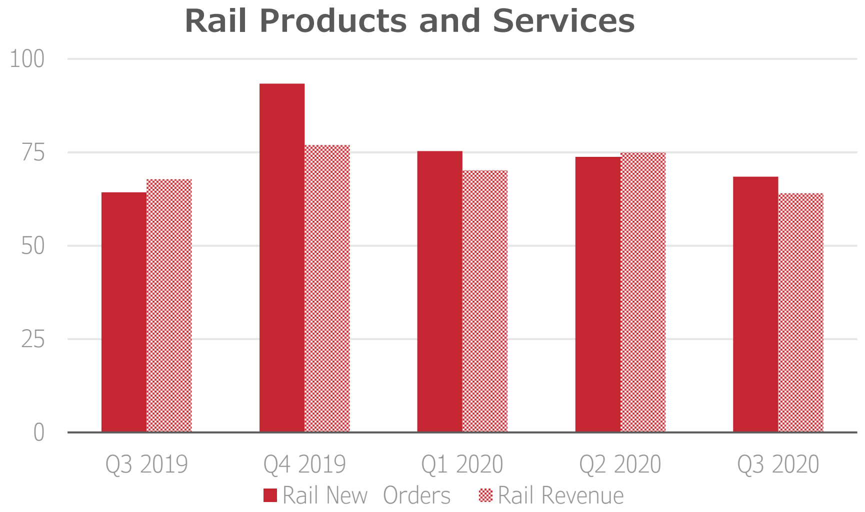
($ in millions, unless otherwise noted)	September 30, 2020	December 31, 2019
Cash & Cash Equivalents	**$ 9.3**	**$ 14.2**
Total Availability Under the Credit Facility	$ 120.0	$ 140.0
Outstanding Borrowings on Revolving Credit Facility	$ (48.9)	$ (33.9)
Letters of Credit Outstanding	$ (1.0)	$ (0.5)
Net Availability Under the Revolving Credit Facility	**$ 70.1**	**$ 105.6**
Total Available Funding Capacity	**$ 79.4**	**$ 119.8**
Term Loan Outstanding	$ -	$ 23.8
Finance Leases and Financing Agreements	$ 0.3	$ 0.6
Total Debt Outstanding	$ 49.1	$ 58.2
Total Net Debt Outstanding[1]	**$ 39.8**	**$ 44.0**
LTM Adjusted EBITDA[1]	$ 35.9	$ 45.6
Adjusted Net Leverage Ratio[1]	**1.1 x**	**1.0 x**

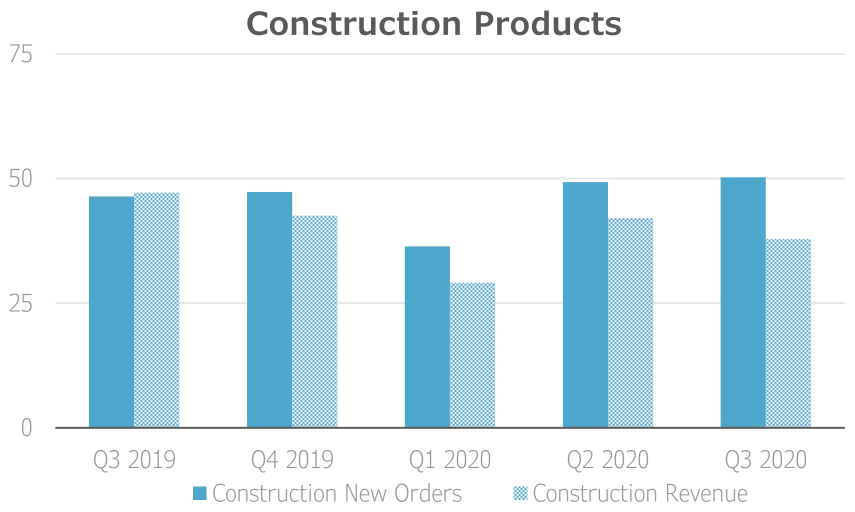
- Through strategic review of the Company's liquidity needs during Q2 2020, the Company entered into an amendment of its credit agreement, terminating its term loan outstanding balance of $22.5 million by drawing funds on the revolving credit facility
- Total available funding capacity of $79.4 million as of September 30, 2020 provides the Company with significant financial flexibility
- The Company continues to drive down net debt in alignment with its long-term debt paydown strategy

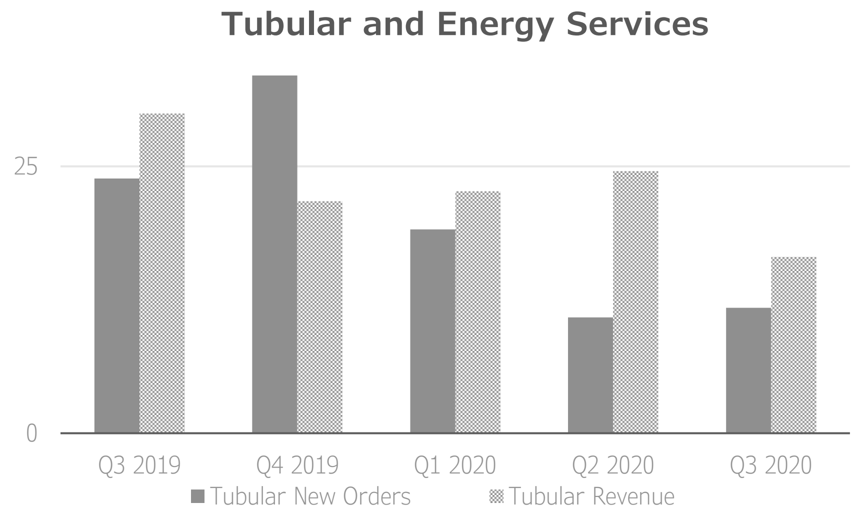
(1) See non-GAAP reconciliation tables at the end of this presentation regarding non-GAAP measures used herein.
Note figures may not foot due to rounding. Data presented on an continuing operations basis.

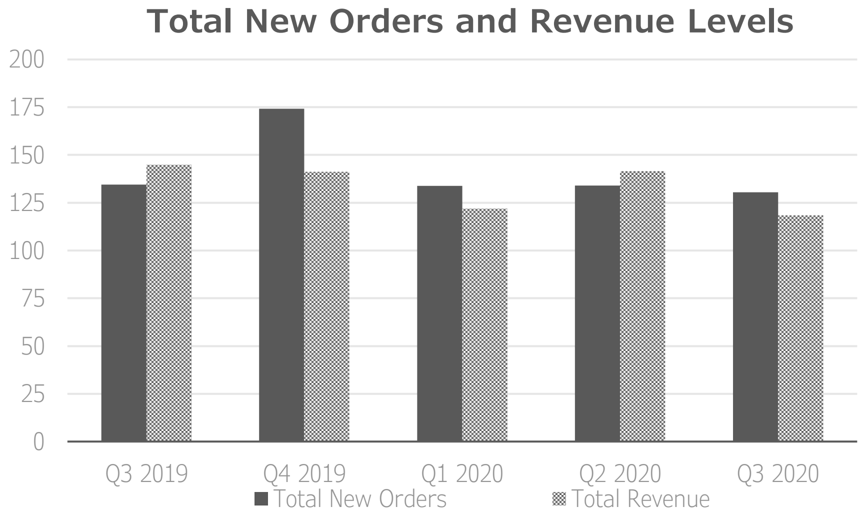
ORDERS
AND REVENUE

- Positive order activity in 2020 with consolidated book-to-bill ratio of 1.04 despite downturn in the Tubular and Energy segment
- Construction Products has a year-to-date book-to-bill ratio of 1.25 while Rail Products and Services is at 1.04









Data presented on a continuing operations basis.

DRIVING ORGANIC GROWTH

LBFoster®

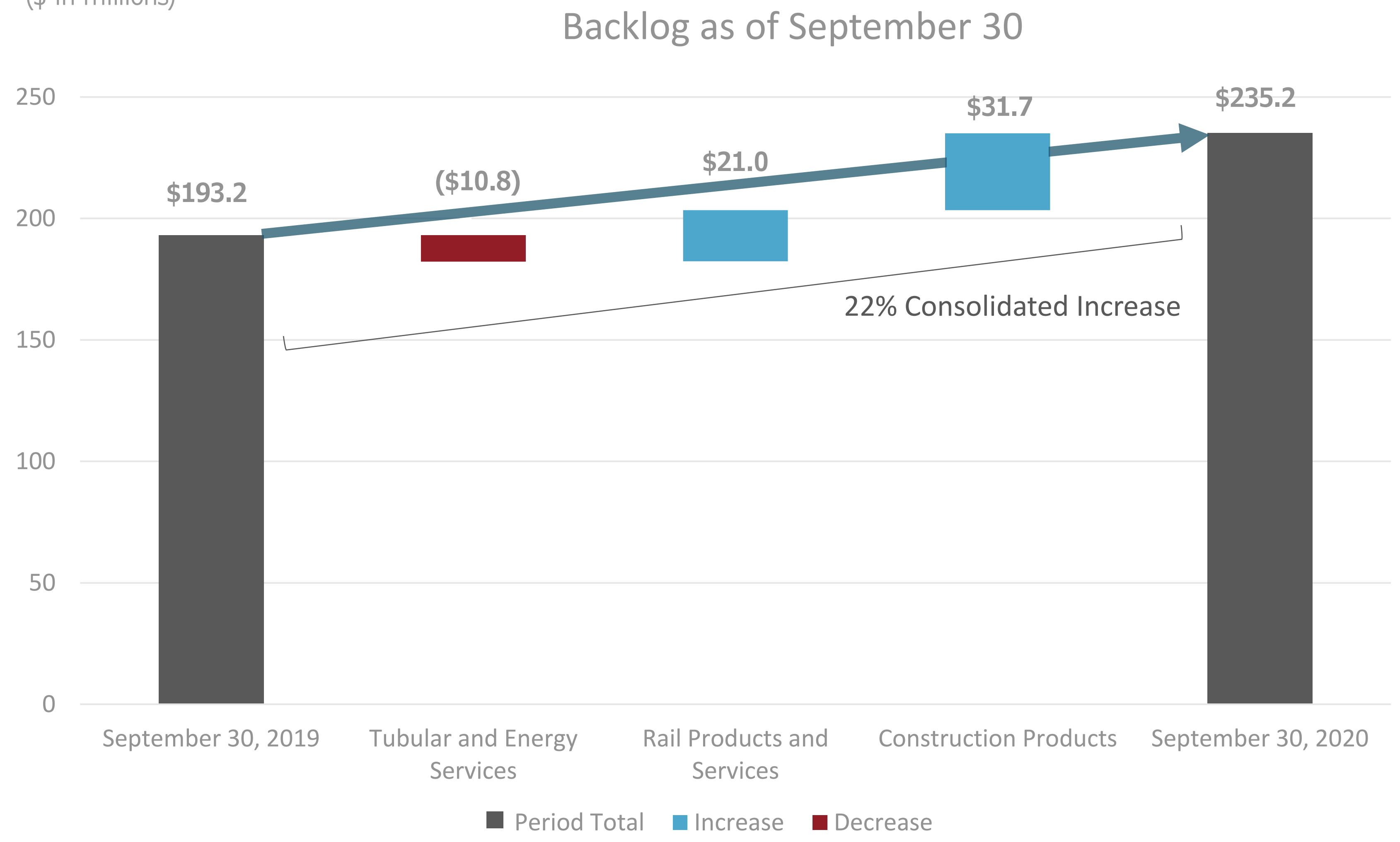
Recent Significant Orders

<u>TransPennine Express (UK)</u>
- Advanced Rail Technologies project
- Provided fully-interactive touchscreen information systems that are mobile, wireless, and battery-operated

<u>Dallas Area Rapid Transit</u>
- Expansion of precast concrete product lines for transportation and other businesses
- Supplying multi-segment rail products and precast concrete sound walls for city transit systems

<u>Major Southwest Pipeline Project</u>
- Expanding geographic reach and providing energy infrastructure to meet market demand for long-term investments
- Applying anti-corrosion coatings to pipe for midstream oil and gas transmission lines

($ in millions)

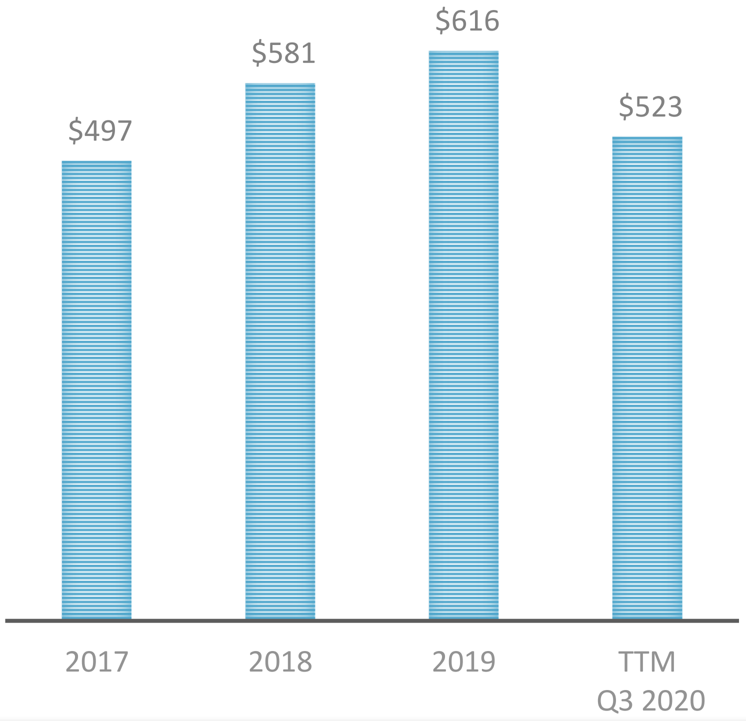


Note the above does not consider order commitments from Union Pacific Railroad of approximately $40M over the next five years.

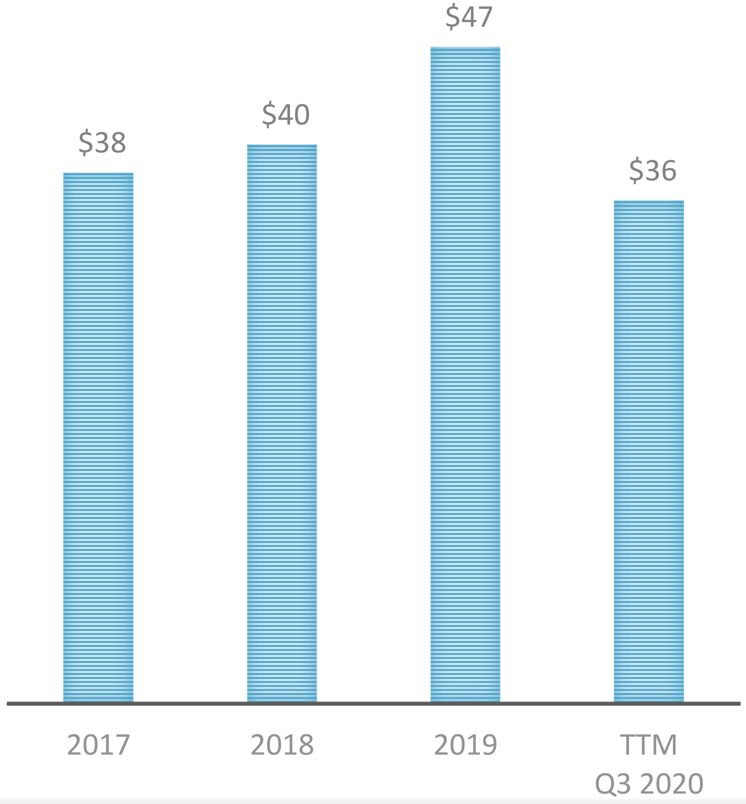
Data presented on a continuing operations basis. Note figures may not foot due to rounding.

SUMMARY FINANCIAL PERFORMANCE

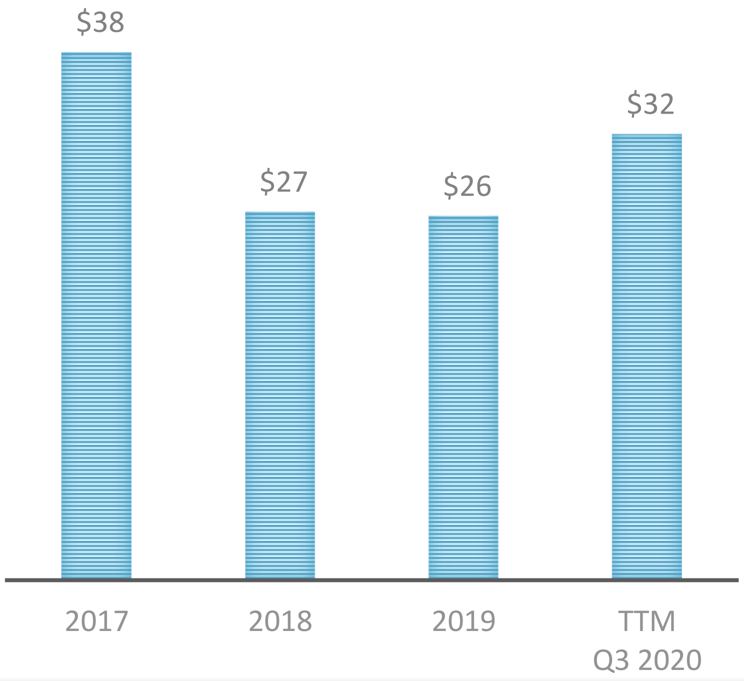
REVENUE
($ IN MILLIONS)



ADJUSTED EBITDA[1]
($ IN MILLIONS)



OPERATING CASH FLOW
($ IN MILLIONS)



Strong operating cash flow driven by trade working capital improvements; sustaining strategic initiatives

(1) See non-GAAP reconciliation tables at the end of this presentation regarding non-GAAP measures used herein.
Data presented on a continuing operations basis.

SHAREHOLDER RETURN

LBFoster®

Infrastructure Focused Business with Differentiated Service Offerings

Significant Opportunities for Organic Growth in Core Markets

Strong Operating Cash Flows Allows for Flexibility to Continue to Deleverage the Company

Balance Sheet and Low Leverage Affords the Opportunity to Pursue Strategic, Small, Bolt-on Acquisitions

Attractive Valuation at 5.1x LTM Q3 2020 Adjusted EBITDA[1]

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

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THANK YOU

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APPENDIX

CONSOLIDATED
INCOME STATEMENT – Q3

	Three Months Ended September 30, 2020		Three Months Ended September 30, 2019		Delta	
($ in millions except per share data)	$	% of Sales	$	% of Sales	$	%
Sales	$ 118.4	-	$ 144.8	-	$ (26.5)	(18.3%)
Gross profit	$ 22.1	18.6%	$ 28.0	19.3%	$ (5.9)	(21.1%)
SG&A	$ 17.1	14.4%	$ 21.0	14.5%	$ (4.0)	(18.9%)
Amortization expense	$ 1.4	1.2%	$ 1.6	1.1%	$ (0.2)	(12.0%)
Interest expense - net	$ 0.9	0.8%	$ 1.1	0.7%	$ (0.1)	(12.8%)
Other income - net	$ (0.2)	(0.2%)	$ (0.4)	(0.3%)	$ 0.2	(42.9%)
Income from continuing operations before income taxes	$ 2.8	2.4%	$ 4.6	3.2%	$ (1.8)	(38.2%)
Income tax (benefit) expense	$ (13.7)	(11.6%)	$ 0.8	0.6%	$ (14.6)	**
Income from continuing operations	**$ 16.6**	**14.0%**	**$ 3.8**	**2.6%**	**$ 12.8**	**341.6%**
Loss from discontinued operations before income taxes	**$ (13.5)**	**(11.4%)**	**$ (1.5)**	**(1.0%)**	**$ (12.0)**	**
Income tax benefit	**$ (3.7)**	**(3.2%)**	**$ (0.8)**	**(0.5%)**	**$ (2.9)**	**375.2%**
Loss from discontinued operations	**$ (9.7)**	**(8.2%)**	**$ (0.7)**	**(0.5%)**	**$ (9.1)**	**
Net income	**$ 6.8**	**5.8%**	**$ 3.1**	**2.1%**	**$ 3.8**	**122.9%**
Diluted earnings per share	**$ 0.64**		**$ 0.29**		**$ 0.35**	**123.4%**
EBITDA from continuing operations(1)	**$ 7.1**	**6.0%**	**$ 9.3**	**6.4%**	**$ (2.2)**	**(23.1%)**
Adjusted income from continuing operations(1)	**$ 1.0**	**0.8%**	**$ 3.8**	**2.6%**	**$ (2.8)**	**(74.2%)**
Adjusted diluted earnings per share from continuing operations(1)	**$ 0.09**		**$ 0.35**		**$ (0.26)**	**(74.3%)**
Adjusted EBITDA from continuing operations(1)	**$ 7.4**	**6.3%**	**$ 9.3**	**6.4%**	**$ (1.9)**	**(20.2%)**

(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.

CONSOLIDATED

INCOME STATEMENT – FIRST 9 MONTHS

LBFoster®

	Nine Months Ended September 30, 2020			Nine Months Ended September 30, 2019			Delta		
($ in millions except per share data)	$		% of Sales	$		% of Sales	$		%
Sales	$	381.8	-	$	475.1	-	$	(93.3)	(19.6%)
Gross profit	$	73.3	19.2%	$	92.7	19.5%	$	(19.4)	(20.9%)
SG&A	$	56.3	14.7%	$	62.9	13.2%	$	(6.6)	(10.5%)
Amortization expense	$	4.3	1.1%	$	4.9	1.0%	$	(0.7)	(13.7%)
Interest expense - net	$	2.8	0.7%	$	4.0	0.8%	$	(1.2)	(29.5%)
Other income - net	$	(1.9)	(0.5%)	$	(0.8)	(0.2%)	$	(1.1)	149.9%
Income from continuing operations before income taxes	$	11.8	3.1%	$	21.7	4.6%	$	(9.8)	(45.3%)
Income tax (benefit) expense	$	(11.7)	(3.1%)	$	3.9	0.8%	$	(15.6)	**
Income from continuing operations	**$**	**23.5**	**6.2%**	**$**	**17.8**	**3.7%**	**$**	**5.8**	**32.5%**
Loss from discontinued operations before income taxes	**$**	**(23.6)**	**(6.2%)**	**$**	**(3.0)**	**(0.6%)**	**$**	**(20.6)**	**
Income tax benefit	**$**	**(5.5)**	**(1.4%)**	**$**	**(1.5)**	**(0.3%)**	**$**	**(4.0)**	**265.1%**
Loss from discontinued operations	**$**	**(18.1)**	**(4.7%)**	**$**	**(1.5)**	**(0.3%)**	**$**	**(16.6)**	**
Net income	**$**	**5.5**	**1.4%**	**$**	**16.3**	**3.4%**	**$**	**(10.8)**	**(66.4%)**
Diluted earnings per share	**$**	**0.52**		**$**	**1.53**		**$**	**(1.02)**	**(66.4%)**
EBITDA from continuing operations[(1)]	**$**	**24.8**	**6.5%**	**$**	**36.6**	**7.7%**	**$**	**(11.8)**	**(32.3%)**
Adjusted income from continuing operations[(1)]	**$**	**7.9**	**2.1%**	**$**	**17.8**	**3.7%**	**$**	**(9.9)**	**(55.6%)**
Adjusted diluted earnings per share from continuing operations[(1)]	**$**	**0.75**		**$**	**1.67**		**$**	**(0.92)**	**(55.1%)**
Adjusted EBITDA from continuing operations[(1)]	**$**	**25.1**	**6.6%**	**$**	**36.6**	**7.7%**	**$**	**(11.5)**	**(31.4%)**

(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 – Q3

LBFoster®

Sales	Three Months Ended September 30, 2020		Three Months Ended September 30, 2019		Delta	
($ in millions)	$	% of Sales	$	% of Sales	$	%
Rail Products and Services	$ 64.0	54.1%	$ 67.7	46.8%	$ (3.8)	(5.5%)
Construction Products	$ 37.9	32.0%	$ 47.2	32.6%	$ (9.3)	(19.7%)
Tubular and Energy Services	$ 16.5	13.9%	$ 29.9	20.7%	$ (13.4)	(44.9%)
Total	**$ 118.4**		**$ 144.8**		**$ (26.5)**	**(18.3%)**

Segment Profit	Three Months Ended September 30, 2020		Three Months Ended September 30, 2019		Delta	
($ in millions)	$	% Margin	$	% Margin	$	%
Rail Products and Services	$ 3.7	5.8%	$ 3.4	5.0%	$ 0.3	9.5%
Construction Products	$ 1.8	4.6%	$ 1.8	3.9%	$ (0.1)	(5.0%)
Tubular and Energy Services	$ 0.6	3.8%	$ 3.7	12.4%	$ (3.1)	(83.3%)
Segment Profit	**$ 6.1**	**5.2%**	**$ 9.0**	**6.2%**	**$ (2.9)**	**(31.8%)**
Corporate / Unallocated	$ (3.3)	(2.8%)	$ (4.4)	(3.0%)	$ 1.1	(25.1%)
Pre-tax Income from Continuing Operations	**$ 2.8**	**2.4%**	**$ 4.6**	**3.2%**	**$ (1.8)**	**(38.2%)**

Note figures may not foot due to rounding.

SEGMENT
RESULTS – FIRST 9 MONTHS

LBFoster®

Sales	Nine Months Ended September 30, 2020		Nine Months Ended September 30, 2019		Delta	
($ in millions)	$	% of Sales	$	% of Sales	$	%
Rail Products and Services	$ 209.1	54.8%	$ 244.8	51.5%	$ (35.7)	(14.6%)
Construction Products	$ 108.9	28.5%	$ 139.9	29.5%	$ (31.0)	(22.2%)
Tubular and Energy Services	$ 63.8	16.7%	$ 90.3	19.0%	$ (26.6)	(29.4%)
Total	**$ 381.8**		**$ 475.1**		**$ (93.3)**	**(19.6%)**

Segment Profit	Nine Months Ended September 30, 2020		Nine Months Ended September 30, 2019		Delta	
($ in millions)	$	% Margin	$	% Margin	$	%
Rail Products and Services	$ 10.7	5.1%	$ 14.8	6.1%	$ (4.1)	(27.6%)
Construction Products	$ 1.6	1.5%	$ 6.1	4.4%	$ (4.5)	(73.4%)
Tubular and Energy Services	$ 7.2	11.3%	$ 14.9	16.5%	$ (7.7)	(51.6%)
Segment Profit	**$ 19.6**	**5.1%**	**$ 35.8**	**7.5%**	**$ (16.2)**	**(45.4%)**
Corporate / Unallocated	$ (7.7)	(2.0%)	$ (14.2)	(3.0%)	$ 6.4	(45.5%)
Pre-tax Income from Continuing Operations	**$ 11.8**	**3.1%**	**$ 21.7**	**4.6%**	**$ (9.8)**	**(45.3%)**

Note figures may not foot due to rounding.

BALANCE SHEET
ASSETS

Assets	September 30, 2020		December 31, 2019	
($ in millions)			(audited)	
Current assets:				
Cash and cash equivelants	$	9.3	$	14.2
Accounts receivable - net	$	61.4	$	73.6
Inventories - net	$	117.3	$	118.5
Other current assets	$	15.2	$	4.1
Current assets from discontinued operations	$	-	$	6.3
Total current assets	**$**	**203.2**	**$**	**216.7**
Property, plant, and equipment - net	$	62.7	$	60.4
Operaring lease right-of-use assets - net	$	16.7	$	11.3
Other assets:				
Goodwill	$	19.8	$	19.6
Other intangibles - net	$	38.0	$	42.1
Other assets	$	38.5	$	20.6
Other assets of discontinued operations	$	-	$	34.5
Total assets	**$**	**378.9**	**$**	**405.2**

Note figures may not foot due to rounding.

BALANCE SHEET
LIABILITIES & EQUITY

Liabilities and Stockholders' Equity	September 30, 2020		December 31, 2019	
($ in millions)				(audited)
Current liabilities:				
Accounts payable and accrued liabilities	$	98.5	$	108.2
Current maturities of long-term debt	$	0.1	$	2.9
Liabilities of discontinued operations	$	0.6	$	5.6
Total current liabilities	**$**	**99.2**	**$**	**116.7**
Long term debt	$	49.0	$	55.3
Other long-term liabilities	$	57.3	$	57.7
Long term liabilities of discontinued operations	$	-	$	5.6
Total stockholders' equity	$	173.4	$	169.9
Total liabilities and stockholders' equity	**$**	**378.9**	**$**	**405.2**

Note figures may not foot due to rounding.

CASH FLOWS

($ in millions)	Nine months ended September 30, 2020		Nine months ended September 30, 2019	
Net income and other non-cash items from continuing operations	$	26.8	$	32.6
Receivables	$	12.1	$	(3.0)
Inventory	$	0.5	$	(5.0)
Payables and deferred revenue	$	(4.3)	$	(1.9)
Working Capital subtotal	**$**	**8.3**	**$**	**(9.8)**
All other	$	(19.0)	$	(12.4)
Net Cash Provided by Continuing Operating Activities	**$**	**16.2**	**$**	**10.3**
Capital expenditures	$	(7.7)	$	(2.5)
Net repayments from debt	$	(9.0)	$	(1.9)
All other	$	(3.7)	$	(1.4)
Net cash (used by) provided by discontinued operations	$	(0.7)	$	0.6
Net (decrease) increase in cash	**$**	**(4.9)**	**$**	**5.1**
Cash balance, end of period	**$**	**9.3**	**$**	**15.4**

Note figures may not foot due to rounding.

NON-GAAP
EBITDA FROM CONTINUING OPS

LBFoster®

($ in millions)	Three Months Ended		Nine Months Ended		Year Ended
	September 30, 2020	September 30, 2020	September 30, 2020	September 30, 2020	September 30, 2020
Net income from continuing operations, as reported	$ 16.6	$ 3.8	$ 23.5	$ 17.8	$ 53.7
Interest expense, net	$ 0.9	$ 1.1	$ 2.8	$ 4.0	$ 3.7
Income tax (benefit) expense	$ (13.7)	$ 0.8	$ (11.7)	$ 3.9	$ (39.4)
Depreciation expense	$ 1.9	$ 2.0	$ 5.8	$ 6.0	$ 7.8
Amortization expense	$ 1.4	$ 1.6	$ 4.3	$ 4.9	$ 5.8
Total EBITDA from continuing operations	**$ 7.1**	**$ 9.3**	**$ 24.8**	**$ 36.6**	**$ 31.6**
Relocation and restructuring costs	$ 0.3	$ -	$ 2.2	$ -	$ 4.0
Distribution from unconsolidated partnership	$ -	$ -	$ (1.9)	$ -	$ (1.9)
U.S. pension settlement expense	$ -	$ -	$ -	$ -	$ 2.2
Adjusted EBITDA from continuing operations	**$ 7.4**	**$ 9.3**	**$ 25.1**	**$ 36.6**	**$ 35.9**

Note figures may not foot due to rounding.

NON-GAAP
EBITDA FROM CONTINUING OPS

LBFoster®

($ in millions)	Three Months Ended December 31, 2019	March 31, 2020	June 30, 2020	September 30, 2020
Net income from continuing operations, as reported	$ 30.2	$ (0.0)	$ 7.0	$ 16.6
Interest expense, net	$ 0.9	$ 0.8	$ 1.1	$ 0.9
Income tax (benefit) expense	$ (27.7)	$ (0.1)	$ 2.1	$ (13.7)
Depreciation expense	$ 2.0	$ 1.9	$ 2.0	$ 1.9
Amortization expense	$ 1.5	$ 1.4	$ 1.4	$ 1.4
Total EBITDA from continuing operations	**$ 6.8**	**$ 4.1**	**$ 13.5**	**$ 7.1**
Litigation Settlement	$ -		$ -	$ -
Relocation and restructuring costs	$ 1.8	$ 0.7	$ 1.2	$ 0.3
Distribution from unconsolidated partnership	$ -	$ -	$ (1.9)	$ -
U.S. pension settlement expense	$ 2.2	$ -	$ -	$ -
Adjusted EBITDA from continuing operations	**$ 10.8**	**$ 4.8**	**$ 12.9**	**$ 7.4**

Note figures may not foot due to rounding.

NON-GAAP

EBITDA FROM CONTINUING OPS

LBFoster

($ in millions)	Year Ended December 31, 2017	December 31, 2018	December 31, 2019	September 30, 2020
Net income from continuing operations, as reported	$ 6.8	$ (30.6)	$ 48.0	$ 53.7
Interest expense, net	$ 8.1	$ 6.1	$ 4.9	$ 3.7
Income tax (benefit) expense	$ 7.2	$ 6.0	$ (23.8)	$ (39.4)
Depreciation expense	$ 9.3	$ 8.1	$ 7.9	$ 7.8
Amortization expense	$ 6.9	$ 7.0	$ 6.4	$ 5.8
Total EBITDA from continuing operations	**$ 38.3**	**$ (3.4)**	**$ 43.4**	**$ 31.6**
Litigation Settlement	$ -	$ 43.4	$ -	$ -
Relocation and restructuring costs	$ -	$ -	$ 1.8	$ 4.0
Distribution from unconsolidated partnership	$ -	$ -	$ -	$ (1.9)
U.S. pension settlement expense	$ -	$ -	$ 2.2	$ 2.2
Adjusted EBITDA from continuing operations	**$ 38.3**	**$ 40.0**	**$ 47.4**	**$ 35.9**

Note figures may not foot due to rounding.

NON-GAAP
ADJUSTED EBITDA

LBFoster®

IOS Test and Inspection Results			
($ in millions)	Nine Months Ended September 30, 2019	Twelve Months Ended December 31, 2019	Nine Months Ended September 30, 2020
Loss contributed to Tubular and Energy Segment Profit	$ (1.5)	$ (5.4)	$ (8.0)
Interest expense - net	0.0	0.0	0.0
Income tax (benefit)	(1.5)	(1.3)	(2.4)
Depreciation expense	2.3	3.1	1.8
Amortization expense	0.1	0.1	0.1
EBITDA[(1)]	**$ (0.6)**	**$ (3.5)**	**$ (8.5)**
Restructuring and closure costs	0.0	1.7	5.9
Adjusted EBITDA[(1)]	**$ (0.6)**	**$ (1.8)**	**$ (2.6)**

(1) 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.
Note figures may not foot due to rounding.

NON-GAAP

ADJUSTED INCOME FROM CONTINUNG OPS

LBFoster®

($ in millions)	Three Months Ended September 30, 2020	Three Months Ended September 30, 2019	Nine Months Ended September 30, 2020	Nine Months Ended September 30, 2019
Net income from continuing operations, as reported	$ 16.6	$ 3.8	$ 23.5	$ 17.8
Relocation and restructuring costs, net of tax benefit of $0.1, $0.0, $0.5, and $0.0, respectively	$ 0.2	$ -	$ 1.7	$ -
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)	$ -	$ (15.8)	$ -
Adjusted net income from continuing operations	**$ 1.0**	**$ 3.8**	**$ 7.9**	**$ 17.8**

Averave 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	$ 1.56	$ 0.35	$ 2.21	$ 1.67
Diluted earnings per common share from continued operations, as adjusted	**$ 0.09**	**$ 0.35**	**$ 0.75**	**$ 1.67**

Note figures may not foot due to rounding.

NON-GAAP

ADJUSTED INCOME FROM CONTINUNG OPS

LBFoster®

($ in millions)	Twelve Months Ended December 31, 2017	December 31, 2018	December 31, 2019	September 30, 2020
Net income from continuing operations, as reported	$ 6.8	$ (30.6)	$ 48.0	$ 53.7
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	$ 1.6
Relocation and restructuring costs, net of tax benefit of $0.4 and $1.0	$ -	$ -	$ 1.3	$ 3.0
Deferred tax asset valuation allowance reversal	$ -	$ -	$ (29.6)	$ (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**	**$ 11.5**

Averave number of common shares outstanding - Diluted, as reported	10.5	10.4	10.6	10.6
Diluted earnings per common share from continued operations, as	$ 0.65	$ (2.95)	$ 4.51	$ 4.13
Averave number of common shares outstanding - Diluted, as adjusted	10.5	10.5	10.6	10.6
Diluted earnings per common share from continued operations, as adjusted	**$ 0.65**	**$ 1.22**	**$ 2.00**	**$ 1.08**

Note figures may not foot due to rounding.

NON-GAAP
FINANCIAL MEASURES: NET DEBT

	September 30, 2020	December 31, 2019	December 31, 2018	December 31, 2017
($ in millions)		(audited)	(audited)	(audited)
Total debt	$ 49.1	$ 58.2	$ 75.0	$ 130.0
Less cash and cash equivalents	$ (9.3)	$ (14.2)	$ (10.3)	$ (37.7)
Total net debt	**$ 39.8**	**$ 44.0**	**$ 64.7**	**$ 92.3**

Note figures may not foot due to rounding.

NON-GAAP
FINANCIAL MEASURES: VALUATION

($ in millions)		Twelve Months Ended September 30, 2020
Net income from continuing operations, as reported	$	53.7
Interest expense, net	$	3.7
Income tax (benefit) expense	$	(39.4)
Depreciation expense	$	7.8
Amortization expense	$	5.8
Total EBITDA from continuing operations(1)	**$**	**31.6**
Relocation and restructuring costs	$	4.0
Distribution from unconsolidated partnership	$	(1.9)
U.S. pension settlement expense	$	2.2
Adjusted EBITDA from continuing operations(1)	**$**	**35.9**
Shares Outstanding		10.6
Closing Share Price	$	13.42
Market Capitalization	$	141.7
Net Debt(1)	$	39.8
Enterprise Value	$	181.5
Adjusted EBITDA Multiple(1)		**5.1**

Note figures may not foot due to rounding. Closing share data as of June 30, 2020.
(1) See non-GAAP reconciliation tables at the end of this presentation regarding non-GAAP measures used herein. 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.