



# L.B. Foster Company Investor Presentation

## Nasdaq - FSTR

March 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 20, 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
- Free cash flow
- Free cash flow yield
- New orders
- Book-to-bill ratio
- Backlog
- 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 adjusted sales (as defined below), which is useful to demonstrate Adjusted EBITDA levels and growth relative to 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. In the three and twelve months ended December 31, 2023, the Company made adjustments to exclude the loss on a divestiture, expenses from the exit of the bridge grid deck product line, bad debt provision for customer bankruptcy, restructuring costs, and contingent consideration adjustments associated with the VanHooseCo acquisition. 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 year over year 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 discloses free cash flow as it is a non-GAAP measure used by both analysts and management, as it provides insight on cash generated by operations, excluding capital expenditures, in order to better assess the Company’s long-term ability to pursue growth and investment opportunities. The Company discloses free cash flow yield which is free cash flow per share over the market share price and is useful to investors as a measurement of shareholder returns. 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. 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, free cash flow, free cash flow yield, or organic revenue growth 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, adjusted EBITDA margin, net debt, funding capacity, free cash flow, free cash flow yield, enterprise value, and adjustments to segment results to exclude portfolio actions and one-time adjustments made are included in this presentation.

# Company Overview

"L.B. Foster Company has a rich history of innovation and customer service, and we are reinvigorated by the momentum building inside our business and the opportunity to grow shareholder value."

**John Kasel**  
President and CEO

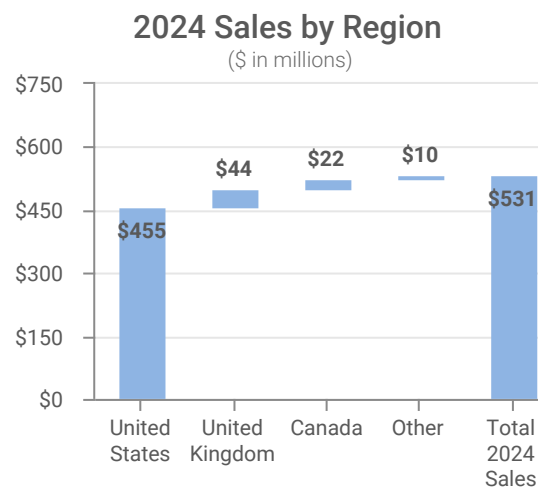
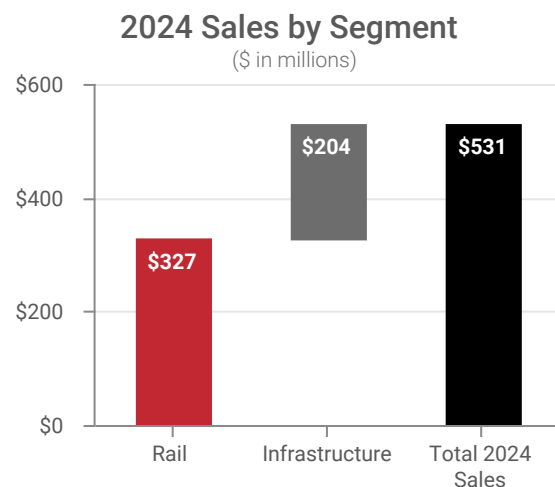


# L.B. Foster Overview

## 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<sup>2</sup>
- > Critical **infrastructure solutions provider** focused on growing our innovative, **technology**-based offerings to address our customers' most challenging operating and **safety** requirements

## Business Segments



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

December 31, 2024 Financial Data <sup>4</sup>	
Stock Price	\$ 20.31
Shares Outstanding	10.8
Market Capitalization	\$ 218
Debt	\$ 47
Cash	\$ 2
Enterprise Value	\$ 263

TTM Revenue	\$ 531
TTM Adj. EBITDA <sup>1</sup>	\$ 34
EV / Revenue	0.5
EV / Adj. EBITDA <sup>1</sup>	7.8
Covenant Leverage	1.2x

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

# Innovating to Solve Global Infrastructure Challenges

Substantial Progress Achieved Since 2021 with Continuing Improvement Expected in 2025

## Financial Results 2021 v. 2024

	2021	2024
Net sales	\$514M	\$531M
Gross margin	16.8%	22.2%
Adj. EBITDA <sup>1</sup>	\$19M	\$34M
Adj. EBITDA <sup>1</sup> %	3.6%	6.3%
Free cash flow <sup>1</sup>	(\$5M)	\$13M

## 2025 Financial Goals Established in December 2021

	Low	High
Net sales	\$580M	\$620M
Gross margin	22.0%	23.0%
Adj. EBITDA <sup>1</sup>	\$48M	\$52M
Adj. EBITDA <sup>1</sup> %	~8.0%	

## 2025 Financial Guidance March 4, 2025

	Low	High
Net sales	\$540M	\$580M
Adj. EBITDA <sup>1</sup>	\$42M	\$48M
Adj. EBITDA <sup>1</sup> %	7.8%	8.3%
Free cash flow <sup>1</sup>	\$20M	\$30M

# Proud Legacy, Well-Positioned for Growth



1902  
 > Founded by Lee B. Foster as used rail resale company.

1973  
 > Entered into an agreement with Nippon Steel to thread and finish oilfield pipe.

1999  
 > Acquired CXT Inc., manufacturer of engineered precast and pre-stressed products used in rail and civil infrastructure.



2015  
 > Acquired U.K.-based Tew Engineering and Tew Plus, widening offering of technology solutions.

2021  
 > Refreshed strategy announced; changes to leadership team; **initiated transformation into technology-focused, high-growth, infrastructure solutions provider.**

1967  
 > Opened Bedford, PA bridge component fabrication facility.



1981  
 > L.B. Foster goes public, trading on the NASDAQ exchange (FSTR).

2010  
 > Acquired Portec Rail Products, a rail technology company with established presence in UK.



2014 - 2015  
 > Acquired several businesses in energy space; significantly reduced energy market exposure as part of strategic reassessment completed in 2021.

2021 - 2024  
 > Completed nine portfolio actions (4 acquisitions / 5 divestitures/product line exits) improving growth and profitability profile in line with strategic roadmap.



# Strategic Transformation Launched in 2021

Designed to Restore Purpose, Shareholder Value, and Confidence

## FY 2015 to 2020

### Deteriorating Profitability / Stock Price

- > Energy and related freight rail market downturn
- > Union Pacific lawsuit overhang
- > Covid pandemic impacts on demand
- > Extended Energy market infrastructure depression
- > Removal from Russell 2000 index in 2021
- > Overly complex business portfolio
- > Operating under financial stress and uncertainty

## FY 2021 to 2024

### Actions Taken to Restore Confidence

- > New Chairman and Board refreshment
- > New CEO / CFO appointed in 2021
- > Launched refreshed strategy; business transformation to drive shareholder value
- > Established growth platforms: Rail Technologies and Precast Concrete
- > Active portfolio management: Four acquisitions / five divestitures completed in ~2.5 years
- > Consistent growth and profitability expansion
- > Added back to Russell 2000 index in June 2024

# Business Segments

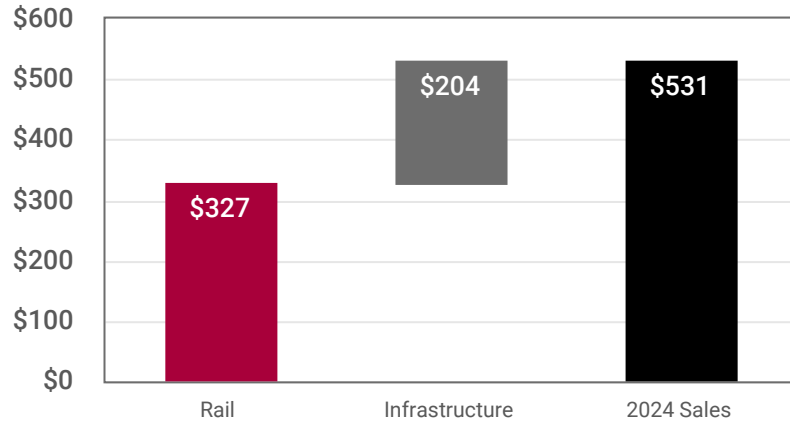
"Our business portfolio represents a steady, long-term infrastructure pure play with significant headroom for growth and an improving margin and profitability profile."

**John Kasel**  
President and CEO

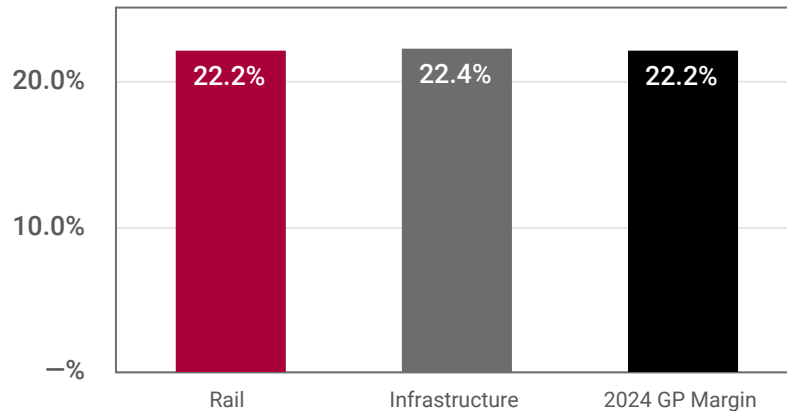


# Business Segment Profile

Full Year 2024 Sales by Segment



Full Year 2024 Gross Profit Margins



## Rail, Technologies, and Services

### Offering:

- > Rail products / technology-based solutions improving safety / efficiency
- > North American focus with UK / Western Europe presence

### Strategic Emphasis:

- > Growth via mobile solutions, new geographies, and focus on technology
- > Focus on rail safety and U.S. infrastructure spend to support long-term domestic growth



## Infrastructure Solutions

### Offering:

- > Proprietary precast products to support North American civil infrastructure
- > Bridge, protective pipeline coatings, and water well products and services


### Strategic Emphasis:

- > Precast expansion into adjacent markets, applications, and geographies
- > Optimize cash generation, maintain competitive position to fund growth




# Rail, Technologies, and Services - Overview

Offering Supports the Safety, Reliability, and Efficiency of Global Rail Markets



## Rail Products

- > Returns platform business
- > Products for rail track infrastructure
- > Legacy L.B. Foster businesses; demonstrated stable, strong cash generation



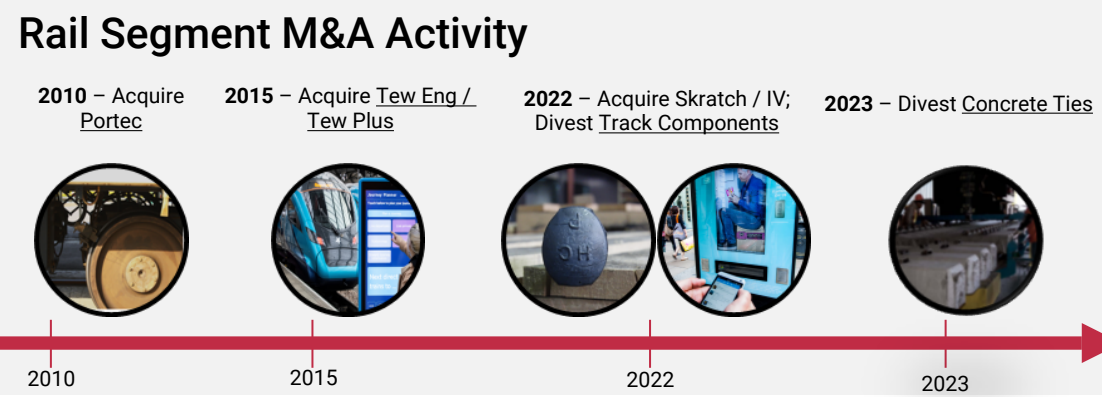
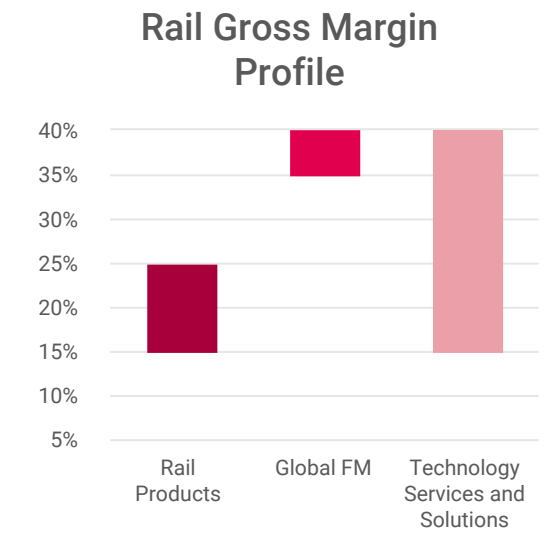
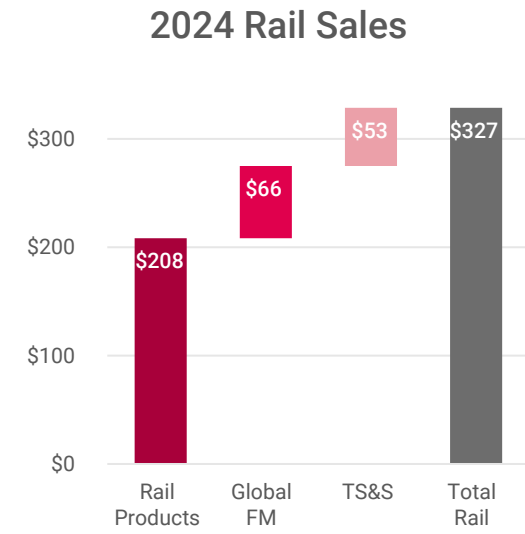
## Global Friction Management

- > Solutions and services to enhance rail safety and efficiency
- > Growth platform with above-average margins



## Technology Services and Solutions

- > Total track monitoring a growth platform business with offerings for safety and efficiency
- > Service and technology solution business for transportation and construction
- > UK TS&S moved to returns-based business strategy



# Rail, Technologies, and Services - Advantages

Continuing Focus on Technology Innovation Driving Improved Margins

**FRA Safety Advisory 2023**  
Focus on rail safety & efficiency

**\$3.9B+**  
2022-2024 CRISI grants funding for rail infrastructure

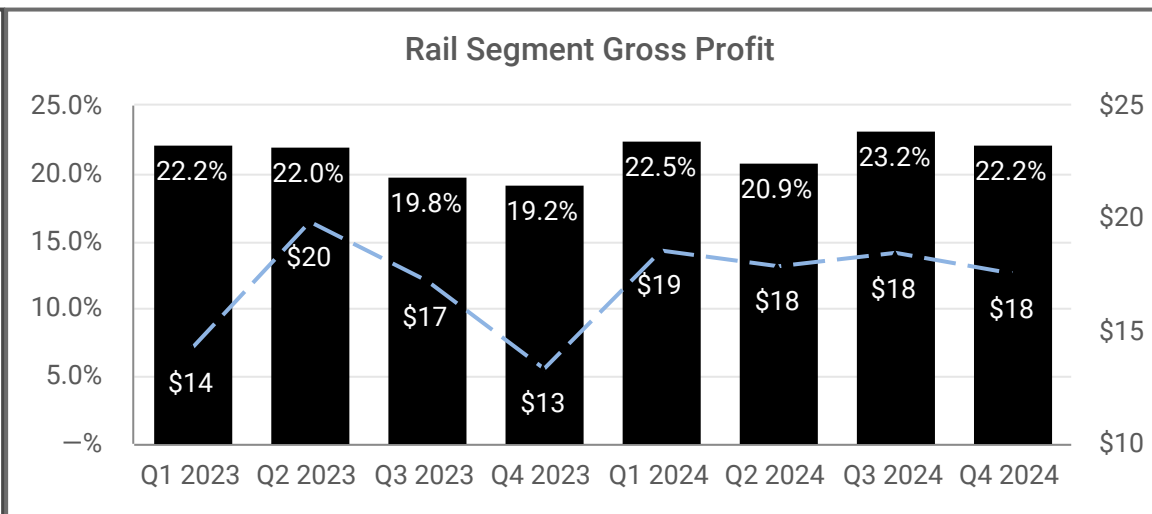
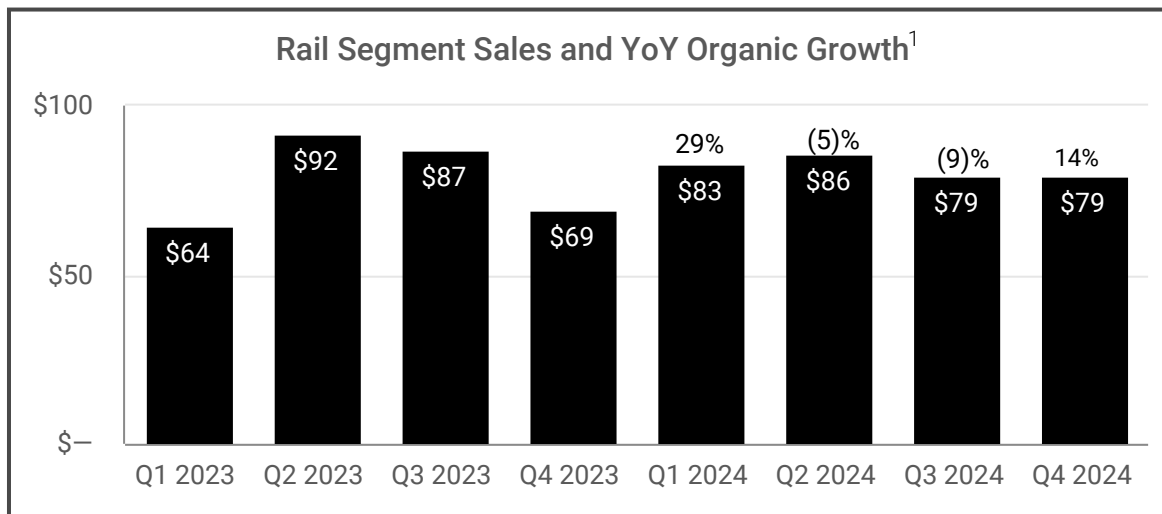
**11.6%**  
2024 sales growth in growth platforms

## Why Now?

- > Market-leading positions in technology-oriented products
- > Infrastructure investment super cycle
- > Increased focus on safety-enabling products / services and increased demand for fuel-saving solutions
- > Helping customers to meet ESG and safety goals



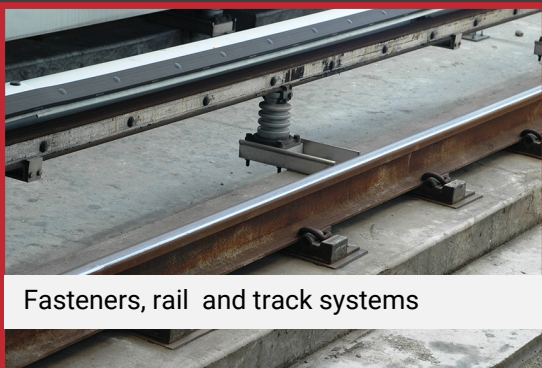
2025	STA	4%	\$73 B
2026	UP	5%	\$77 B
2027	STA	4%	\$80 B
2028	STA	4%	\$83 B



# Rail Products Overview

Well-Established Business with Strong Cash Generation and Capital-Light Business Model

## Transit Products



Fasteners, rail and track systems

## Rail Distribution



Industrial and transit applications

## Allegheny Rail Products



Insulated rail joints and accessories

\$10B

- > Short line rail network funding requirement for projects to retain strong connection to the Class I network

- > Returns-based strategy and the largest component of segment today (64% of sales)
- > Capital light model drives strong economic returns
- > Scale generates significant cash to fund technology investment and growth platforms
- > Will continue to benefit from infrastructure and safety focus...large project work anticipated
- > Supports critical government funded rail network maintenance deferred during pandemic
- > Key offering needed for essential rail infrastructure improvement in North America
- > Divested EBITDA dilutive concrete ties business in second quarter of 2023

# Global Friction Management Overview

Growth Platform 



Global Platform Well-Positioned for Growth with Application Innovation

## Trackside Equipment



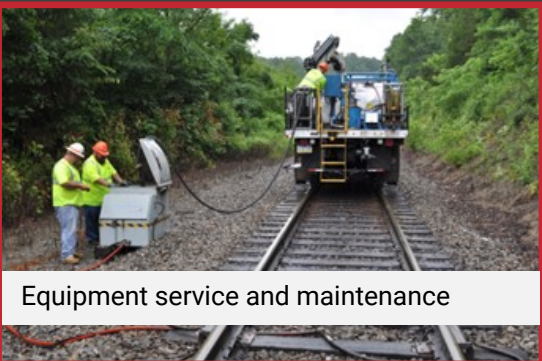
Applies friction modifiers

## Consumables



Top-of-rail friction modifiers

## Field Services



Equipment service and maintenance

## On-Board Solutions



Proprietary solid stick friction modifiers

- > Growth platform as a technology-focused business...higher margin profile
- > Razor / razor-blade business model with services
- > Services component should benefit from growth and improved margins
- > Significant future global growth opportunity
- > Helps address fuel and safety issues for railroads
- > Opportunity for increasing customer adoption with focus on operating ratios and derailment impacts

5%

Percent NA rail network currently utilizing friction management technology

#1

L.B. Foster holds the leading position in the market



# Technology Services and Solutions Overview

Technology Solutions and Services to Enhance Safety, Operational Efficiency, and Customer Experience

## Returns Platforms

### Control and Display



Fixed and mobile displays for customer information and disruption management

### Contract Services



Building and technology management for rail, airports, and construction

## Growth Platforms

### Condition Monitoring



Wayside technology to detect rockfall, flood, and other dangerous conditions

### WILD



Measures impact imparted onto rail; greatly reduces risk of train derailment

- > Project-based work, well-respected partner in the market
- > Opportunity to expand reach in Europe and beyond
- > Strategic business pivot to focus on higher-margin technology / maintenance-oriented products and services
- > Cautious path forward given challenging UK commercial construction market

- > Condition monitoring solutions support rail safety and network efficiency initiatives
- > Focus on improving railroad operating ratios
- > Project work as well as recurring maintenance needs
- > Increasing demand for Wheel Impact Load Detector (WILD) product line to help reduce risk of train derailments

# Infrastructure Solutions Overview

Deploying Advanced Technologies that Positively Impact the Built Environment



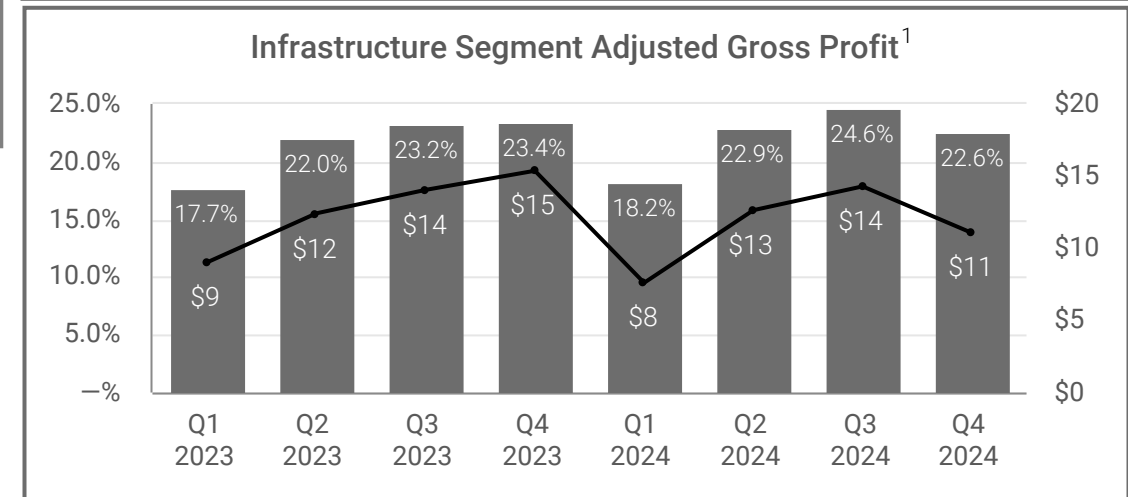
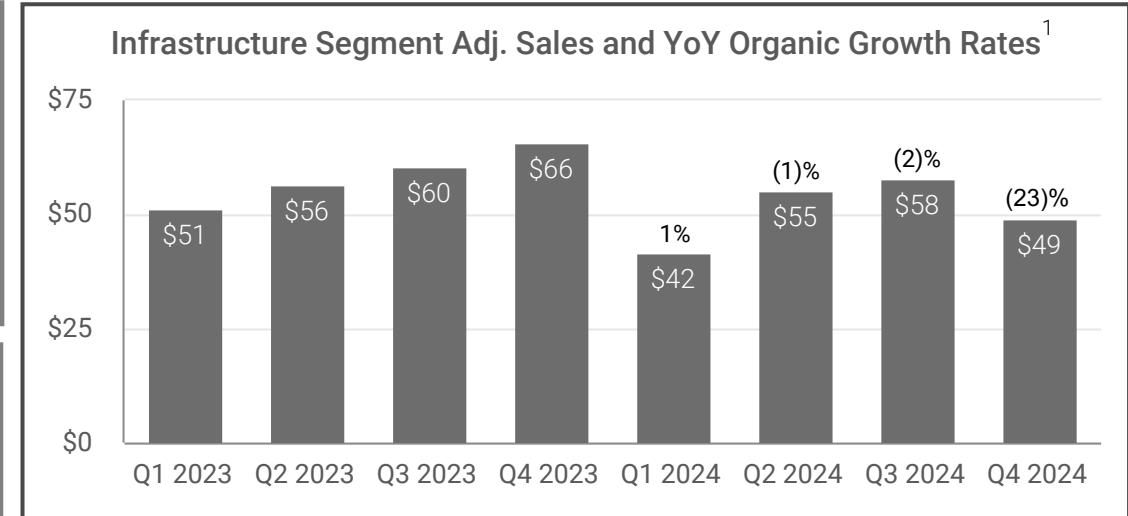
## Precast Concrete Products

- > Turnkey concrete buildings, manufactured offsite and delivered to site for quick installation
- > Other precast products, supporting commercial and residential infrastructure via proprietary technologies
- > Growth platform with multiple avenues available

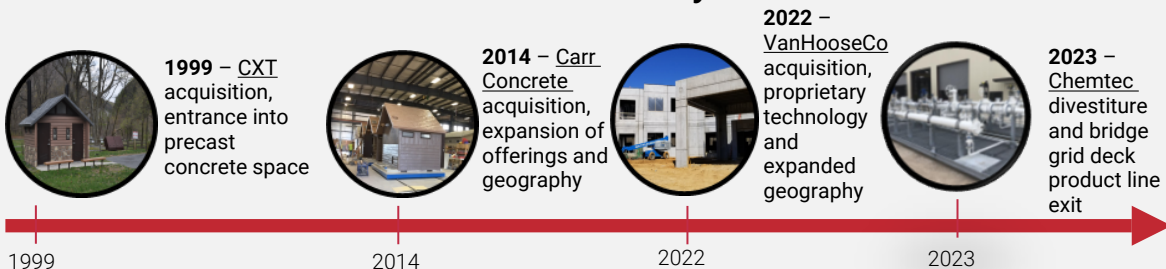


## Steel Products

- > Custom engineered solutions and services for critical civil and energy infrastructure
- > Leading share position in stable and mature niche markets
- > Returns-based strategy generating cash to fund growth



## Infrastructure Solutions M&A Activity



Refer to safe harbor disclaimer slide and related reconciliations within the appendix regarding non-GAAP measures. \$ in millions unless otherwise indicated. Figures may not foot due to rounding.  
 1) Sales and gross profit adjusted for the non-routine impact of bridge grid deck exit in Q3 2023.

# Infrastructure Solutions - Advantages


- > Recognizable offering with compelling value proposition
- > Great American Outdoors Act provides funding for parks construction spending which has reached peak levels
- > Energy and water infrastructure investment super cycle including bridge investments and adjacent pipeline projects
- > Leading position in niche markets
- > Available and growing capacity in key geographic markets
- > New products and geographies generate synergies that drive margin growth across segment

Segment Strategy		<b>Steel Products - Returns Platform</b> <ul style="list-style-type: none"> <li>&gt; Generate cash to fund higher growth / higher-margin opportunities in precast market</li> <li>&gt; Tailwinds from domestic energy and water infrastructure spending</li> </ul>
		<b>Precast - CXT TN Lebanon Plant (Nashville Area)</b> <ul style="list-style-type: none"> <li>&gt; Fully equipped and operational; revenue ramping in 2025</li> <li>&gt; Expecting capacity, revenues and margins to be similar to base business over time</li> </ul>
		<b>Precast - CXT TN Regional Market Expansion</b> <ul style="list-style-type: none"> <li>&gt; Exploring opportunities to access growing areas of U.S. market (including central Florida) with a capital efficient model</li> <li>&gt; Focus on growing residential / commercial market</li> </ul>

## Technologies & Licenses


### Envirocast

- > Proprietary licensed technology
- > Precast wall system allow for faster builds, design flexibility, and insulation
- > Commissioning facility in central Florida



### Envirokeeper

- > Proprietary licensed technology
- > Modular precast in-ground retention system for water management
- > Manufactured off-site to reduce overall project time



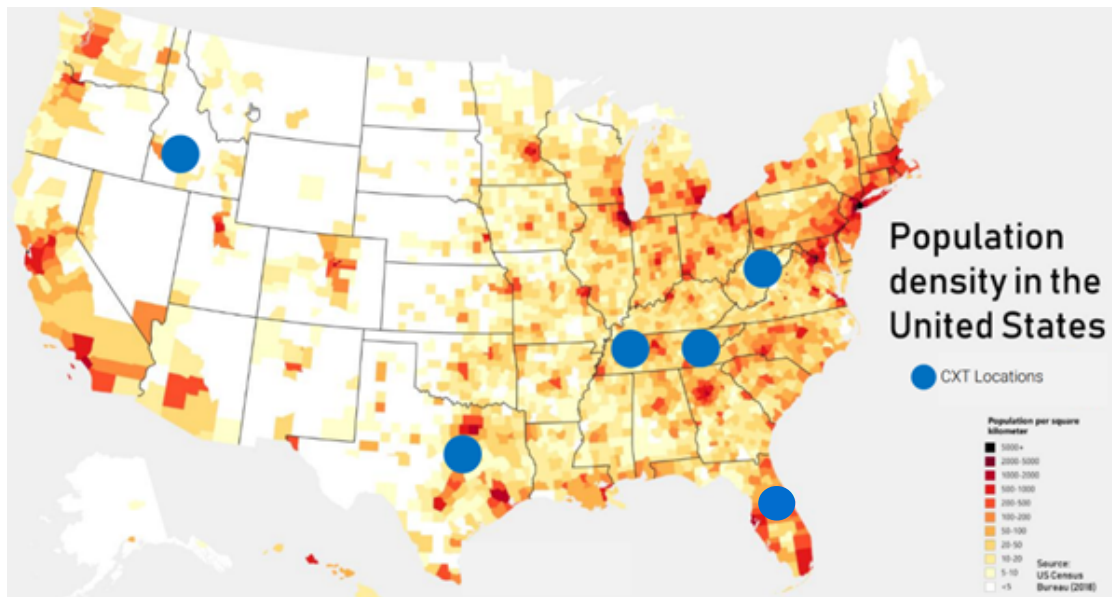
### Redi Rock Licenses

- > Boise, ID regional license obtained through tuck-in acquisition of Cougar Mountain Precast, LLC in November 2023
- > Waverly, WV regional license obtained in September 2023



# Precast Concrete Products Overview

Supports General Infrastructure with Expanding Geographic Reach and Well-Recognized Brands



**CXT Buildings**

Concrete restroom, concession, multi-functional buildings



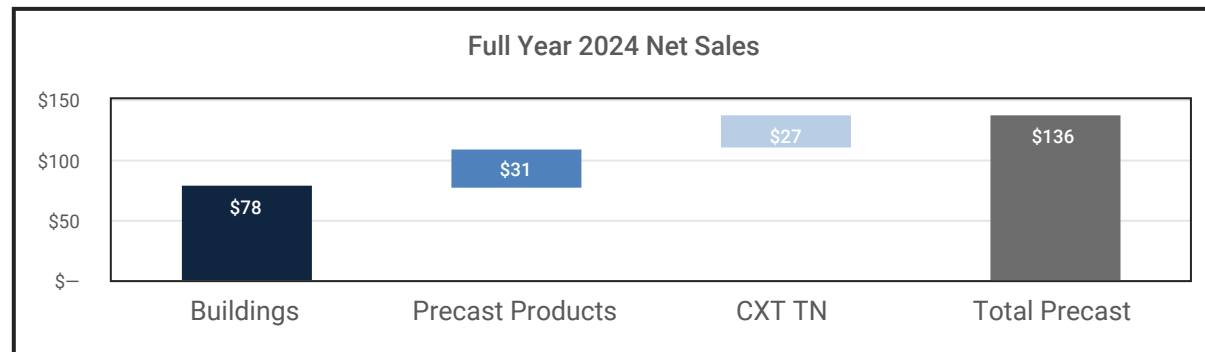
**Precast Products**

Box culverts, irrigation canals, bridge beams and highway wall panels



**CXT TN**

Proprietary licensed technology for precast walls and systems



## L.B. Foster Precast Facilities

- > Boise, ID/Caldwell, ID
- > Waverly, WV
- > Knoxville, TN
- > Nashville, TN
- > Hillsboro, TX (Dallas area)
- > Lake County, Florida

- > Access to high growth southern regions of the United States
- > Significant freight costs; our expansive presence is a competitive advantage
- > Serving steady, government-funded projects and robust residential / commercial markets
- > Tuck-in acquisitions such as 2023 Cougar Mountain, LLC to further expand geographic reach and product line

**+8%**

Southeast U.S. non-residential project starts LTM January 2025 vs 2024

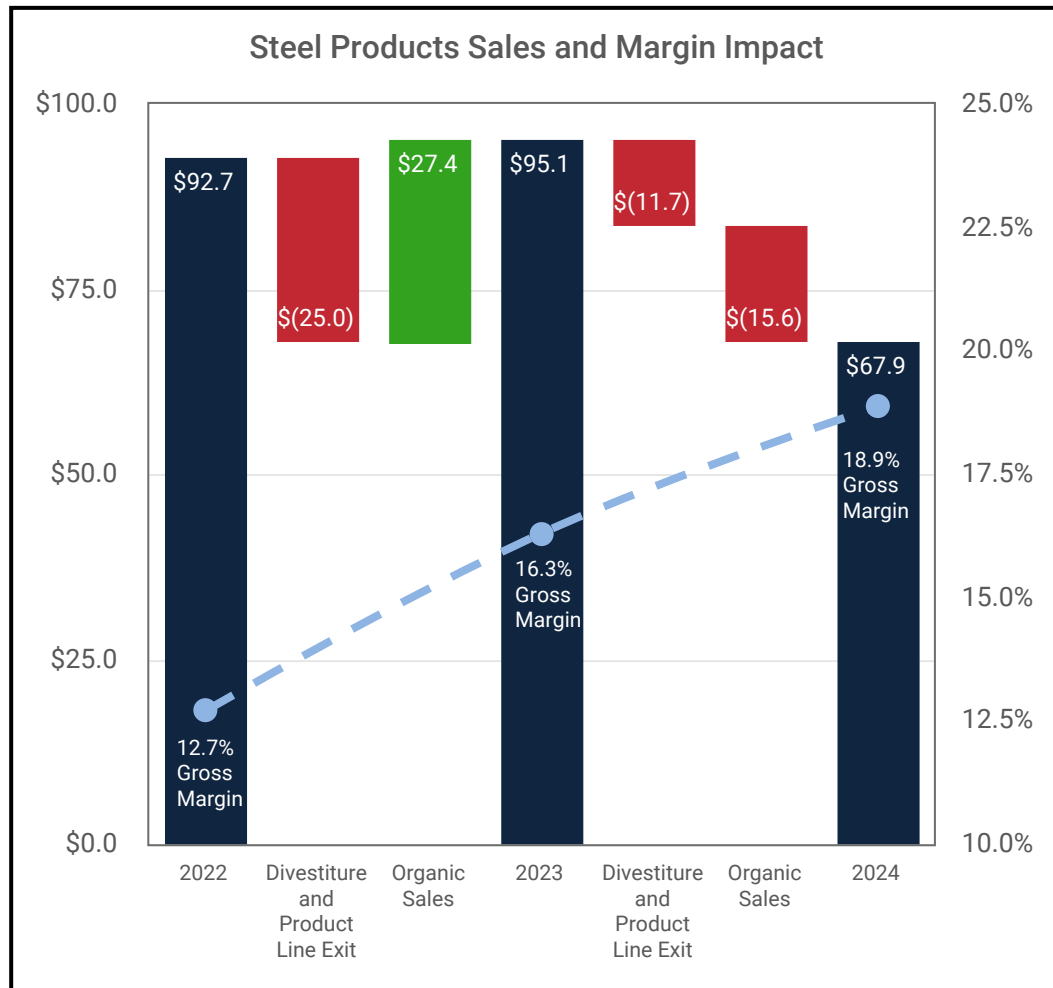
**+10%**

U.S. infrastructure construction project starts LTM January 2025 vs 2024

# Steel Products Overview



Organic Growth and Improving Margins Driving Cash Generation to Fund Growth Platforms



**Bridge Forms**

Special design and quick installation processes



**Protective Coatings**

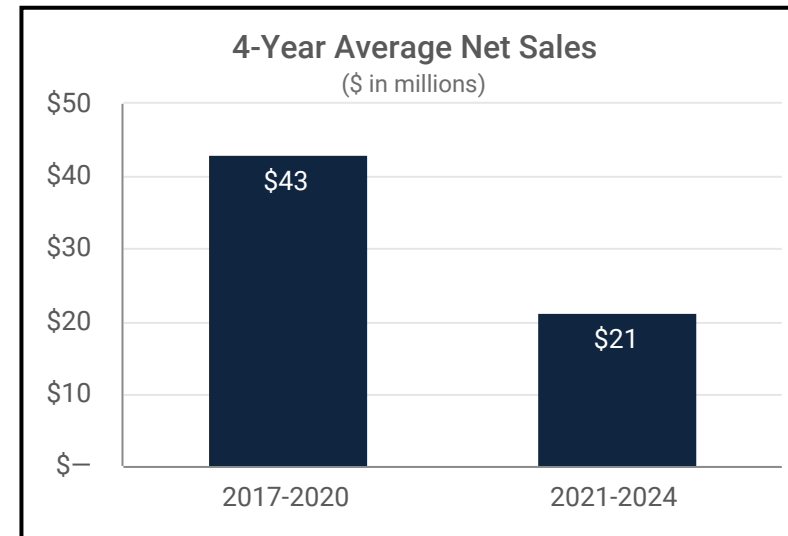
Custom protective bond epoxy coating of line pipe



**Threading**

Water well casing pipe for wells

### Protective Coatings



*Renewed interest in domestic energy expected to improve pipeline coating sales outlook for 2025*

# Growth & Returns Platforms Established

Business Portfolio Purposefully Constructed to Fund and Drive Growth

## Growth Platforms



*Platform for driving growth, profitability, and ROIC with improving demand from infrastructure spend, safety focus and fuel efficiency*

### Global Friction Management

Rail friction management products and application systems

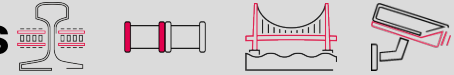
### Total Track Monitoring

Railroad network safety condition monitoring systems

### Precast Concrete Products

Precast concrete products, wall systems and buildings

## Returns Platforms



*Platform optimized for cash generation to fund organic and inorganic growth initiatives in Growth platform*

### Rail Products

Rail track distribution with value-added solutions for freight and transit railroad customers

### UK Technology Services and Solutions

Technology-based products and contract service solutions for the UK Rail market

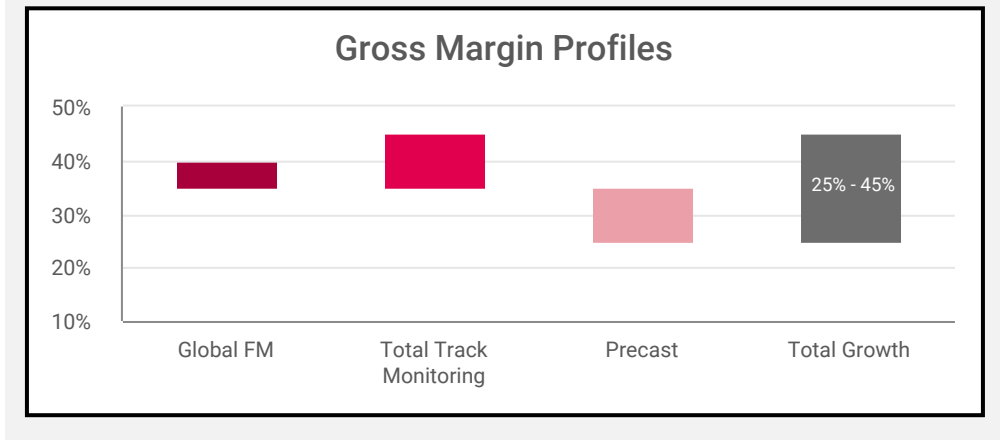
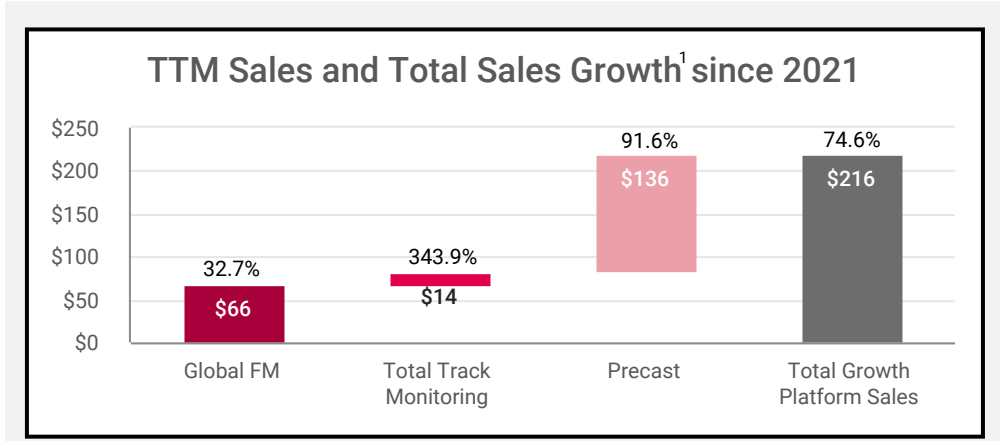
### Steel Products

Engineered solutions for infrastructure applications

# Growth & Returns Platform Profiles

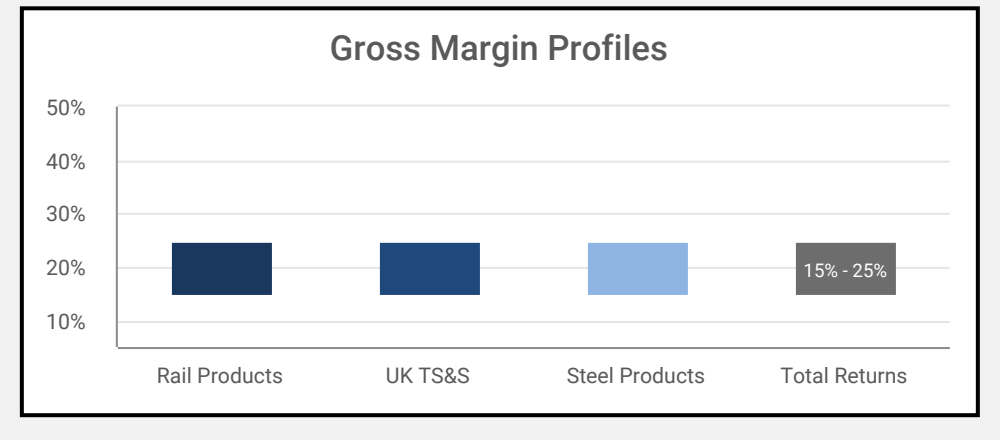
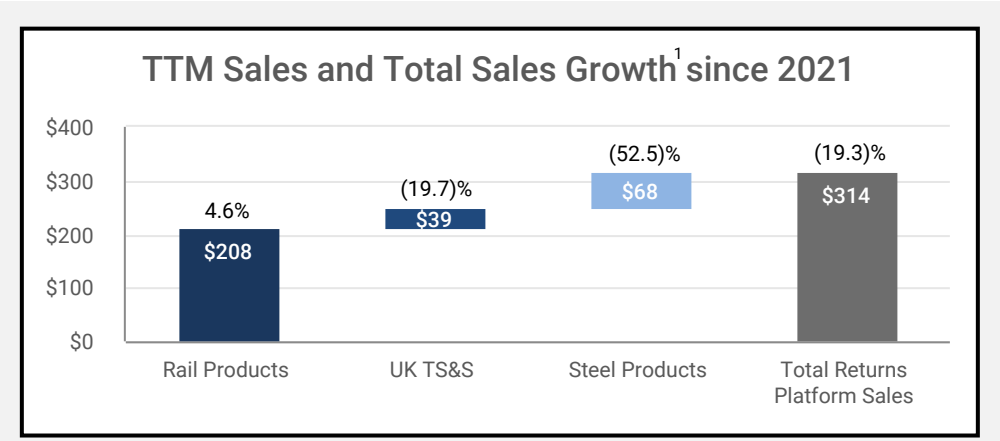
## Growth Platforms

Platform for driving growth, profitability, and ROIC with improving demand from infrastructure spend, safety focus and fuel efficiency initiatives



## Returns Platforms

Platform to be optimized for cash generation to fund organic and inorganic growth initiatives in Growth platform



\$ in millions unless otherwise indicated. Figures may not foot due to rounding.  
 1) Total growth represents the change in sales between 2021 and 2024.

# Financial Review

"The favorable impact of our strategic execution is evident from the positive momentum in our results."

**Bill Thalman**  
Executive Vice President and CFO



# Executive Summary – Q4 2024 Highlights



What we've accomplished...

Net sales of \$128.2M down 5.0% YoY (1.2% due to bridge grid exit<sup>1</sup>)

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<sup>1</sup> up \$1.1M, or 18.7% YoY

New orders<sup>1</sup> of \$107.2M, up \$1.7M YoY

Backlog<sup>1,2</sup> 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<sup>1</sup> down \$20.9M in Q4 to \$44.5M

Gross Leverage Ratio<sup>1</sup> 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**

# Executive Summary – Full Year Highlights

What we've accomplished...

Where we're going...

Net sales of \$530.8M down 2.4% YoY; organic sales<sup>1</sup> 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<sup>1</sup> up \$1.8M YoY

Final \$8M Union Pacific payment made in 2024

Net debt<sup>1</sup> 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

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<sup>1</sup>  
\$42M - \$48M

Free Cash Flow<sup>1</sup>  
\$20M - \$30M

Cap Ex % of Sales  
~2.0%

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

# Strategic Transformation in Action

## Divestitures

Lower Margin Profiles – Energy-Focused / Commoditized Businesses

- 2021 – Piling Products - Commoditized, working-capital intensive business
- 2022 – Track Components - Canadian rail spikes and anchors business
- 2023 – Chemtec Energy Services - EBITDA-neutral energy business
- 2023 – Concrete Railroad Ties - Commoditized EBITDA-neutral business
- 2023 – Bridge grid deck product line exit - Dated technology with low margins

## Acquisitions

Higher Margin Profiles – Rail Technologies and Precast Concrete

- 2022 – Skratz and Intelligent Video (IV)
  - > U.K.-based digital display solutions company and safety solution company
- 2022 - VanHooseCo
  - > Precast company headquartered in Tennessee
  - > New technologies allow for margin expansion / application across existing portfolio
  - > ~\$34M in sales (2023), with 2<sup>nd</sup> facility online 2H 2023 and ramping up in 2024
- 2023 - Cougar Mountain
  - > Tuck-in precast acquisition integrated into existing Boise operations

## Changes to Sales and Gross Margin

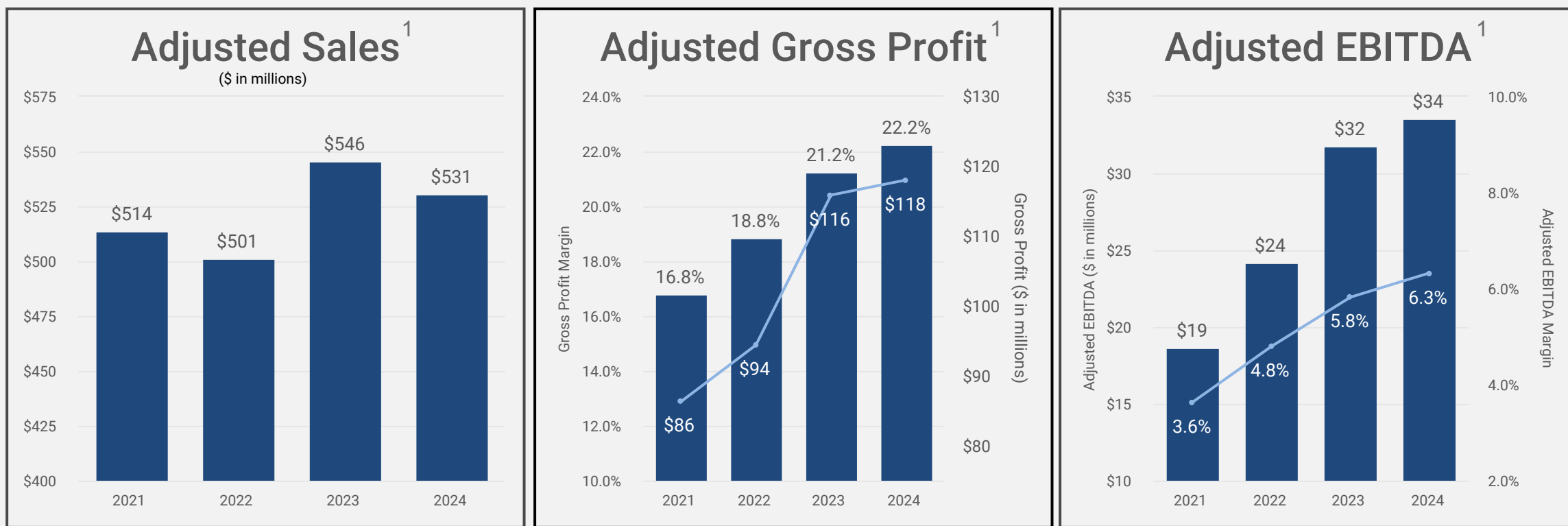
\$ in millions



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

# Key Metrics: 2021 – 2024

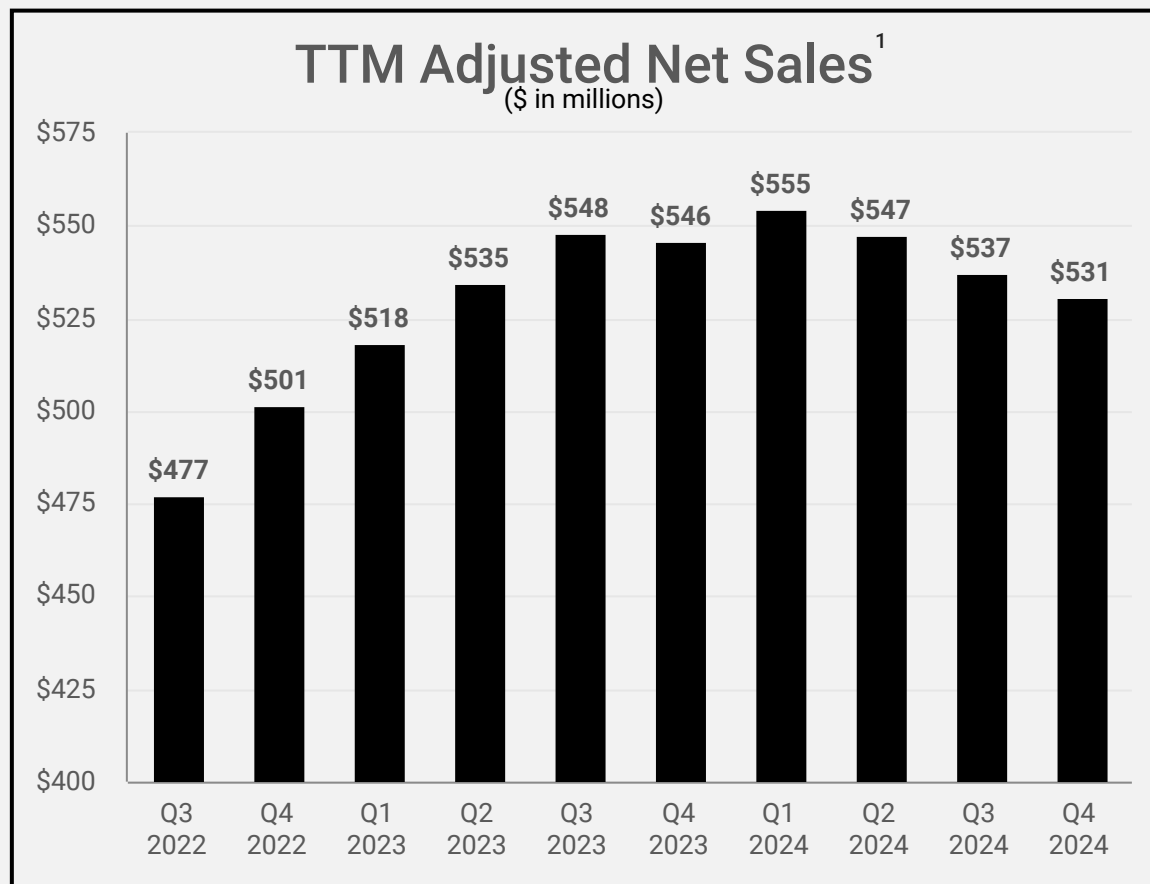
## Structural Improvement in Business Portfolio Driving Gross<sup>1</sup> / EBITDA Margin Expansion<sup>1</sup>



- > Scalable core businesses in robust markets with headroom for growth
- > Sale of commodity businesses, accretive acquisitions and organic growth transforms portfolio margin profile

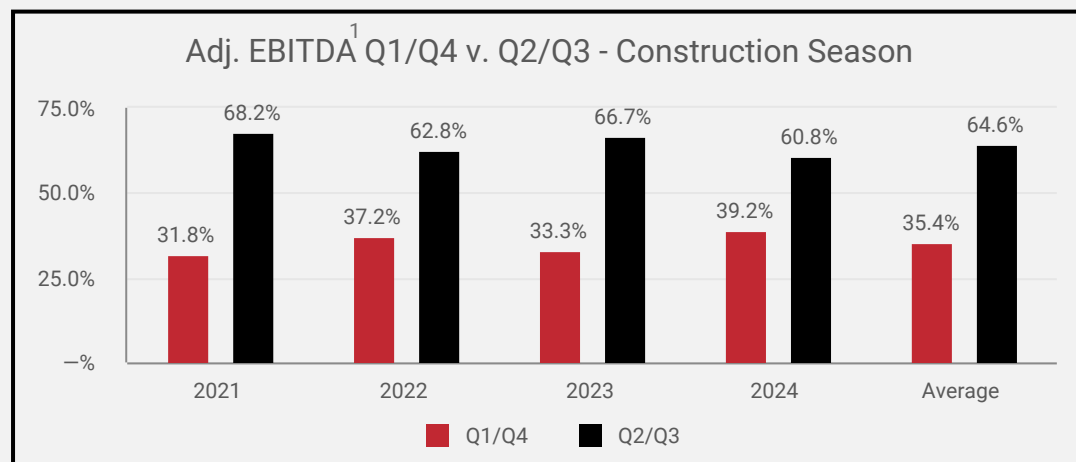
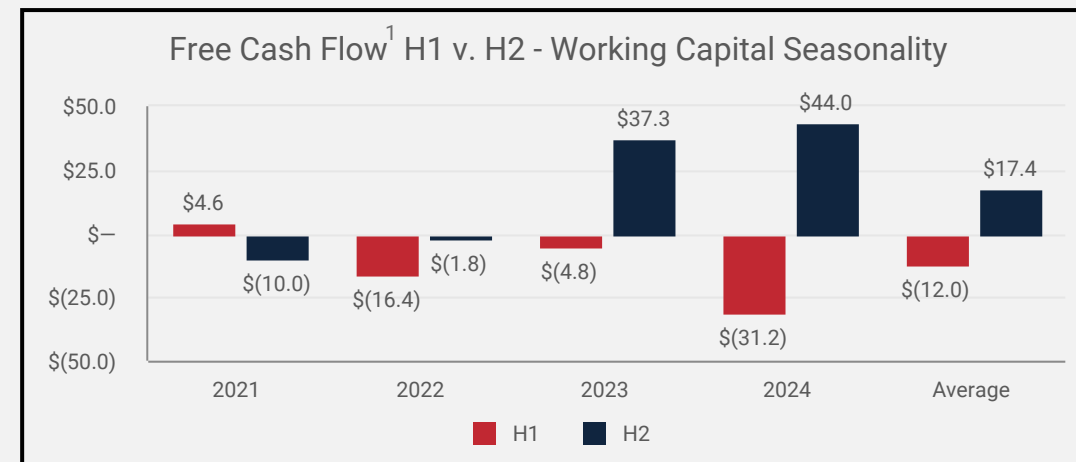
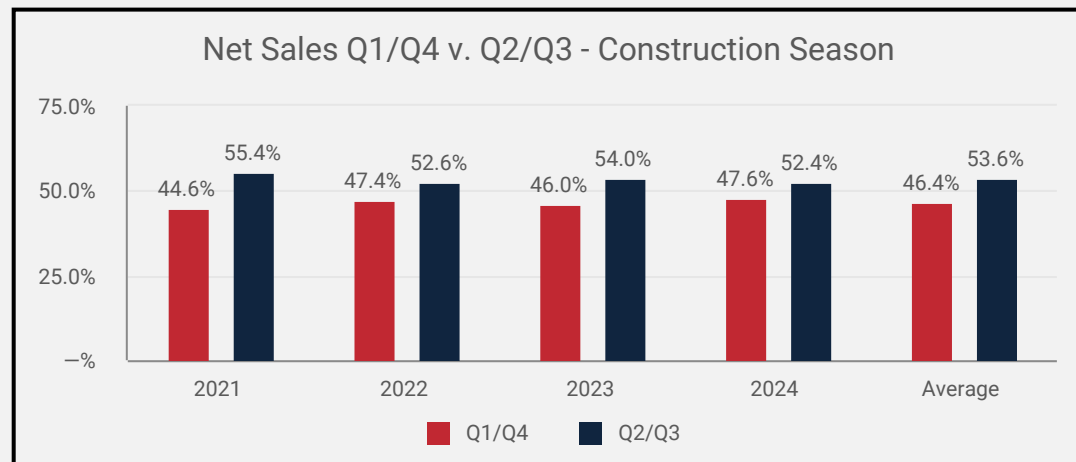
# Sales and Gross Margin Trend Improving

Improved Growth and Profitability Profile of the Business Portfolio



# Seasonality of Financial Performance

## Financial Performance Aligns with Construction Season and Working Capital Cycles



- > Net sales and Adjusted EBITDA<sup>1</sup> based on construction season cycles (normal peak levels in Q2/Q3)
- > Free cash flow<sup>1</sup> generation strongest in second half of year due to seasonal working capital needs
- > Net sales, Adjusted EBITDA<sup>1</sup> and free cash flow<sup>1</sup> pattern expected to continue into 2025

# 2024 Sales and Adjusted EBITDA<sup>1</sup> Results

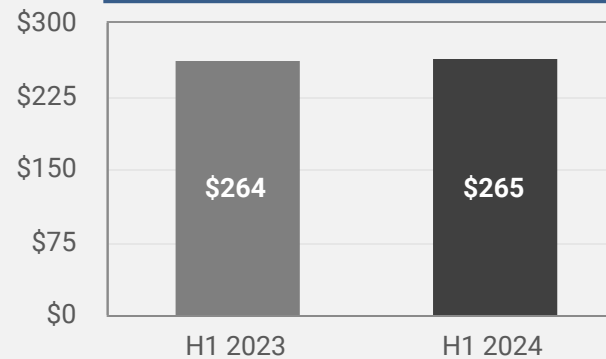
Full Year Adjusted EBITDA Growth of 5.7% with 17.2% in 2024 Second Half

## First Half 2024

- > Organic<sup>1</sup> sales up 5.5%; reported sales essentially flat due to portfolio work in 2023
- > Adjusted EBITDA<sup>1</sup> down 7.1% due to weaker rail distribution market and higher SG&A associated with announced restructuring

### Sales

+0.6% YoY



### Adj. EBITDA<sup>1</sup>

(7.1)% YoY

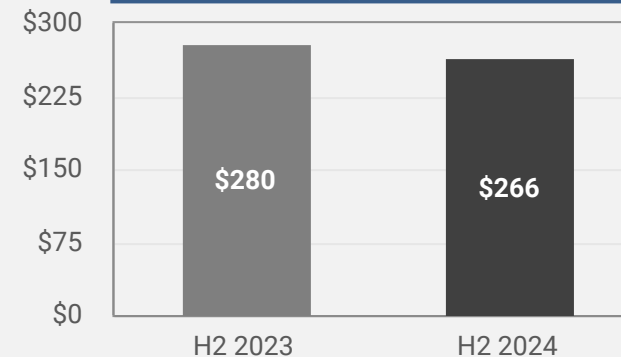


## Second Half 2024

- > Reported sales remained modestly lower due to rail distribution and steel products market and portfolio impacts
- > Adjusted EBITDA<sup>1</sup> increased 17.2% YoY with improved business mix, recovery in the UK and lower SG&A from restructuring

### Sales

(5.2)% YoY



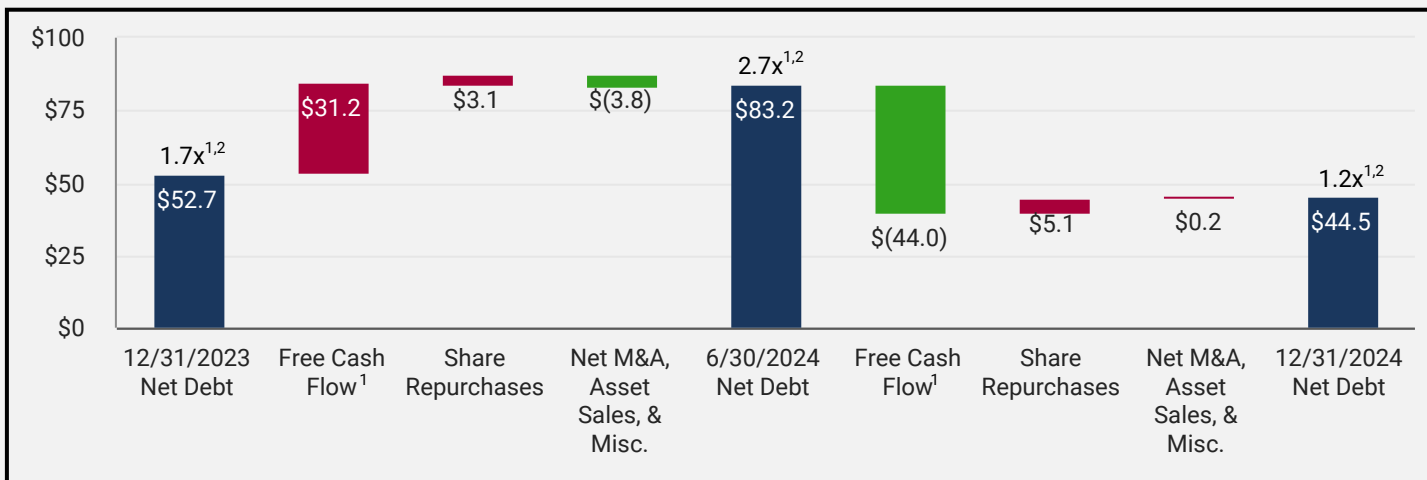
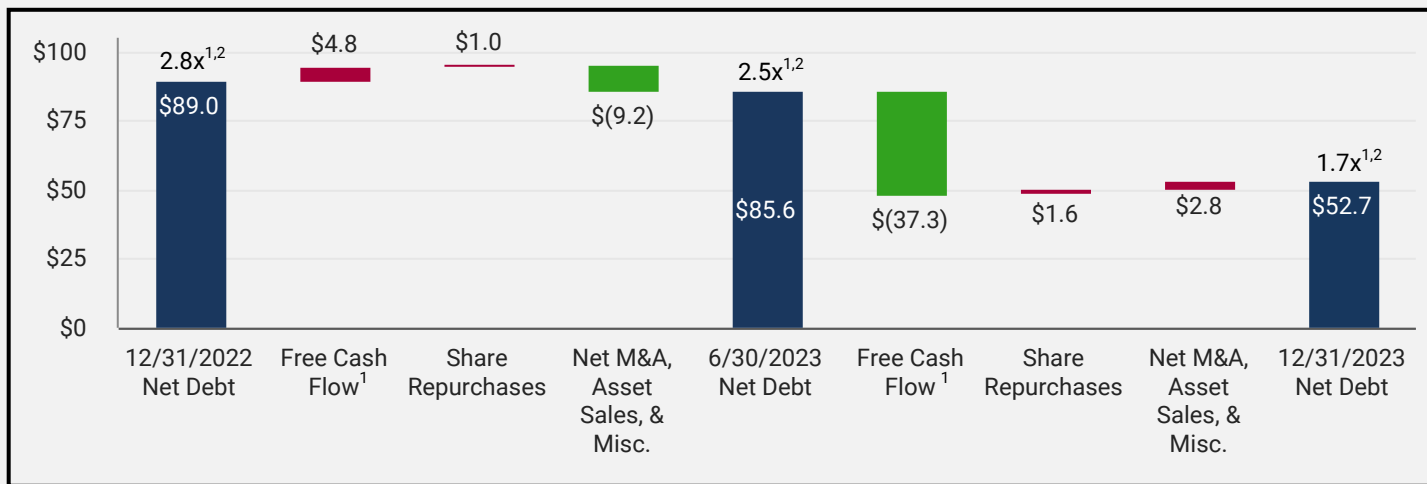
### Adj. EBITDA<sup>1</sup>

+17.2% YoY



# Proactive Management of Leverage

\$20M - \$30M in Free Cash Flow<sup>1</sup> Expected in 2025

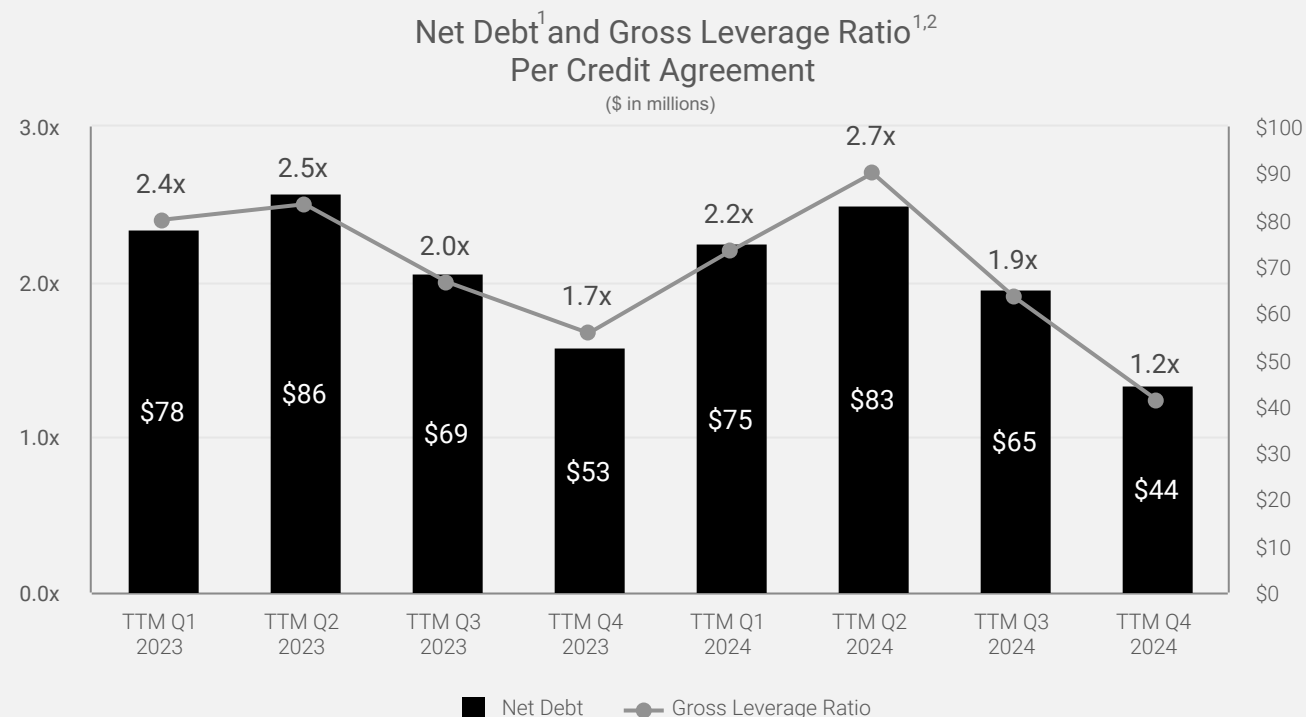


- > Large free cash flow swings due to timing of sales / working capital needs
- > Strong operating cash flow of \$49M in second half of 2024 drove decline in net debt<sup>1</sup> and Gross Leverage Ratio<sup>1,2</sup>
- > Demonstrated history of diligent debt and leverage management over time
- > Two-year average FCF projected at ~\$31M excluding \$8M/yr Union Pacific payment (~14% yield at today's stock price<sup>1,3</sup>)
- > \$9.8M in 2024 Cap Ex including funding future growth projects
- > ~\$93M in federal NOLs should minimize taxes for the foreseeable future
- > Authorization of new \$40M share repurchase program expires February 2028

# Net Debt<sup>1</sup>, 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<sup>1</sup> and Gross Leverage Ratio<sup>2</sup>
- > Demonstrated history of diligent debt and leverage management over time
- > Capital-light business model with significant free cash flow<sup>1</sup> 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

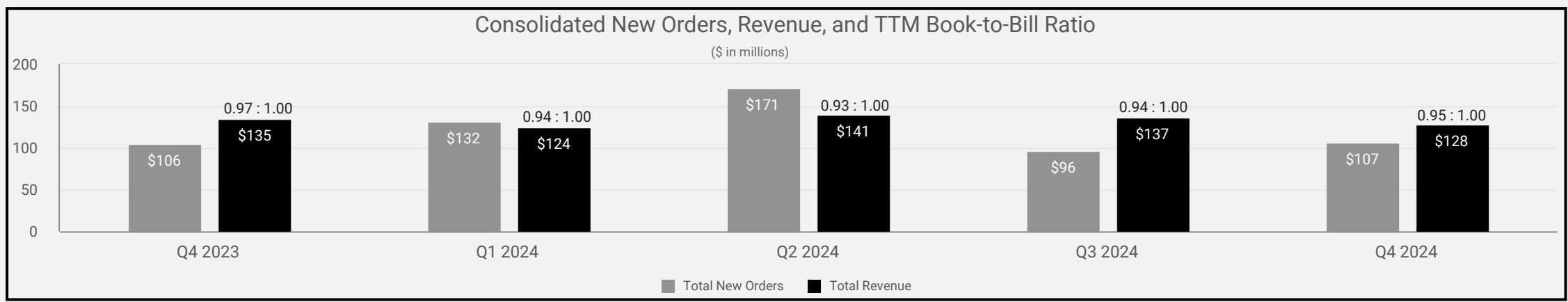
**1.2x**  
Gross Leverage Ratio<sup>1</sup>

**\$84.6M**  
Funding Capacity<sup>1,3</sup>

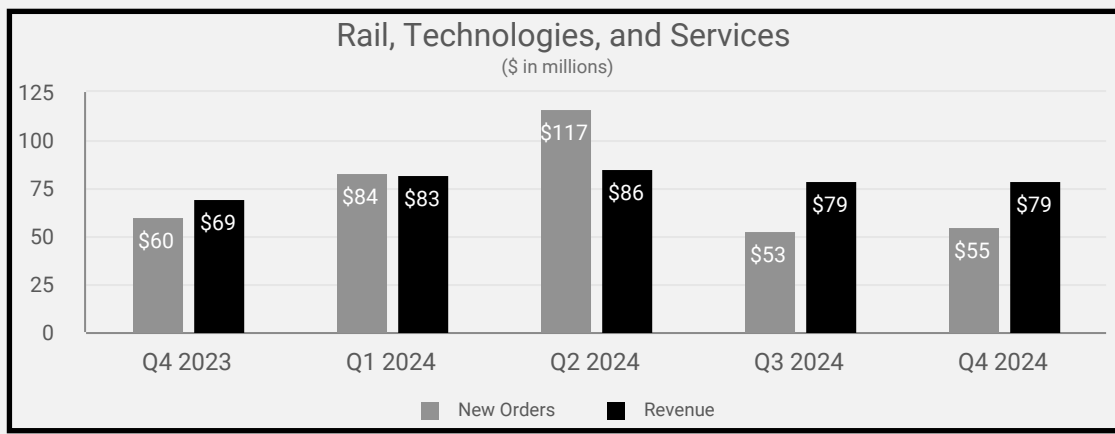
**\$22.6M**  
Full Year Operating Cash

**\$9.8M**  
Full Year Cap. Spend

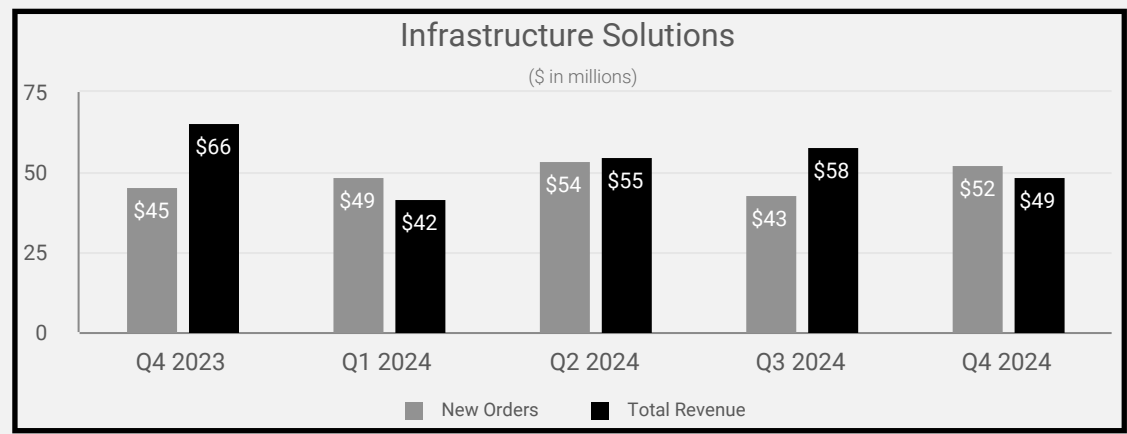
# New Orders<sup>1</sup>, Revenue and Book-to-Bill Ratios<sup>1</sup>



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

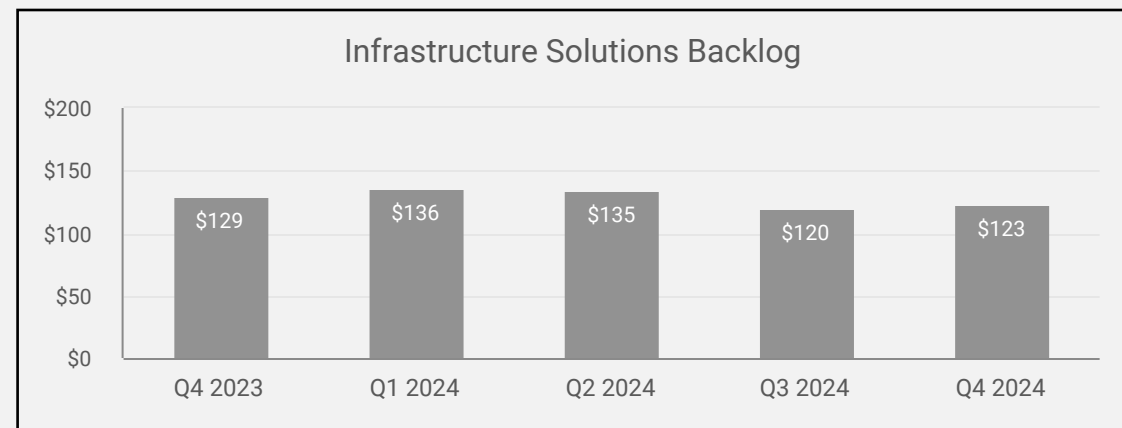
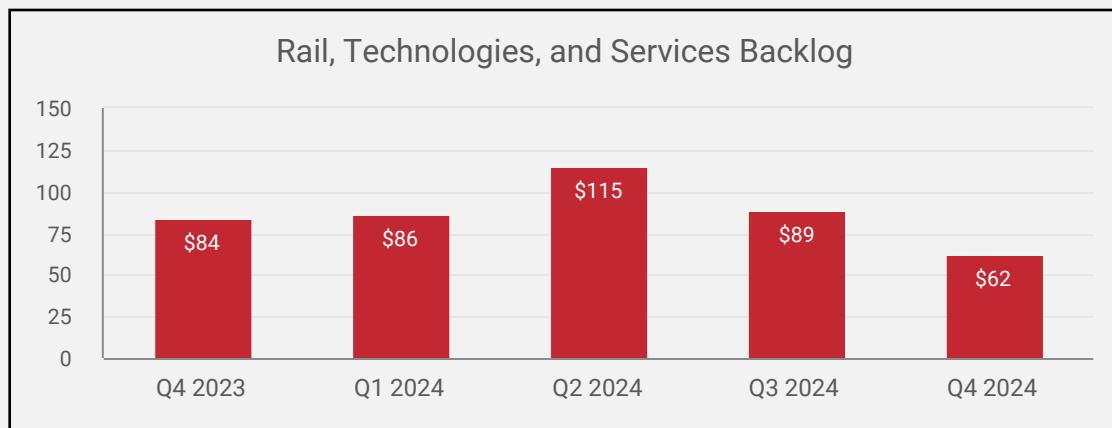
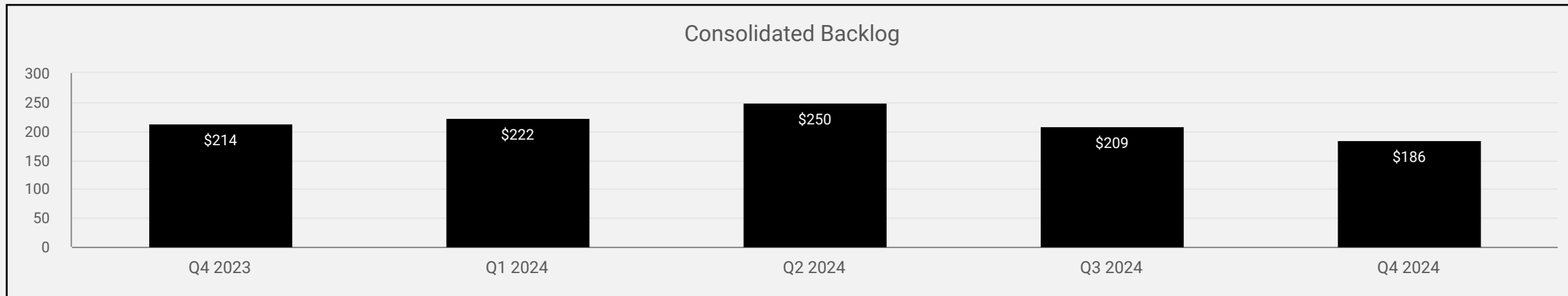


**Rail TTM Q4 2024 Book-to-Bill Ratio: 0.94 : 1.00**



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

# Backlog<sup>1,2</sup> Trends



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

# Attractive Valuation and FCF Yield<sup>1</sup>

## Attractive Valuation and Free Cash Flow Yield Based on 2025 Outlook

- > Improved trading volume with Russell 2000 addition
- > Attractive EBITDA valuation based on 2025 projections
- > 2025 FCF Goal: \$20M to \$30M...improving profitability outlook and no Union Pacific payments
- > 2025 FCF Yield: 9% to 14% at current stock price

Trading Volume Growth	Q4 2023	Q4 2024	Increase
Average Daily Volume	30,480	39,716	9,236

Free Cash Flow <sup>1</sup>	2025 Goals	
	Low	High
Free Cash Flow Guidance	\$ 20.0	\$ 30.0
Free Cash Flow Yield <sup>1,2</sup>	9 %	14 %

Company Valuation	2024	2025 Guidance (As of March 4, 2025)		
		Low	Mid	High
Revenue	\$ 530.8	\$ 540.0	\$ 560.0	\$ 580.0
Organic revenue growth		1.7 %	5.5 %	9.3 %
Adj. EBITDA <sup>1</sup>	\$ 33.6	\$ 42.0	\$ 45.0	\$ 48.0
Adj. EBITDA growth		25.1 %	34.0 %	43.0 %
Adj. EBITDA Margin <sup>1</sup>	6.3 %	7.8 %	8.0 %	8.3 %
Enterprise Value (12/31/24) <sup>1,2</sup>	\$ 339.6			
Enterprise Value (Est. as of 12/31/25) <sup>1,3</sup>			\$237.9	
EV/Adj. EBITDA (12/31/24 vs.12/31/25)	10.1	5.7	5.3	5.0

\$ in millions except share volume information; Share volume obtained from NASDAQ.com

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

2) 2024 EV calculated using February 28, 2025 share price of \$27.45 per share and net debt as of December 31, 2024.

3) 2025 EV calculated using March 14, 2025 share price of \$20.31 per share plus net debt as of December 31, 2024 less 2025 free cash flow guidance midpoint.

# Closing Remarks

"The execution of our strategic roadmap has positioned us well to benefit from the infrastructure investment super cycle that is expected in our primary markets."



**John Kasel**

President and CEO

# Capital Allocation Priorities

Relentless Pursuit of Shareholder Returns with Prudent Capital Allocation

## Capital Allocation

### Debt Reduction

- > Target maintaining Gross Leverage Ratio<sup>1</sup> 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

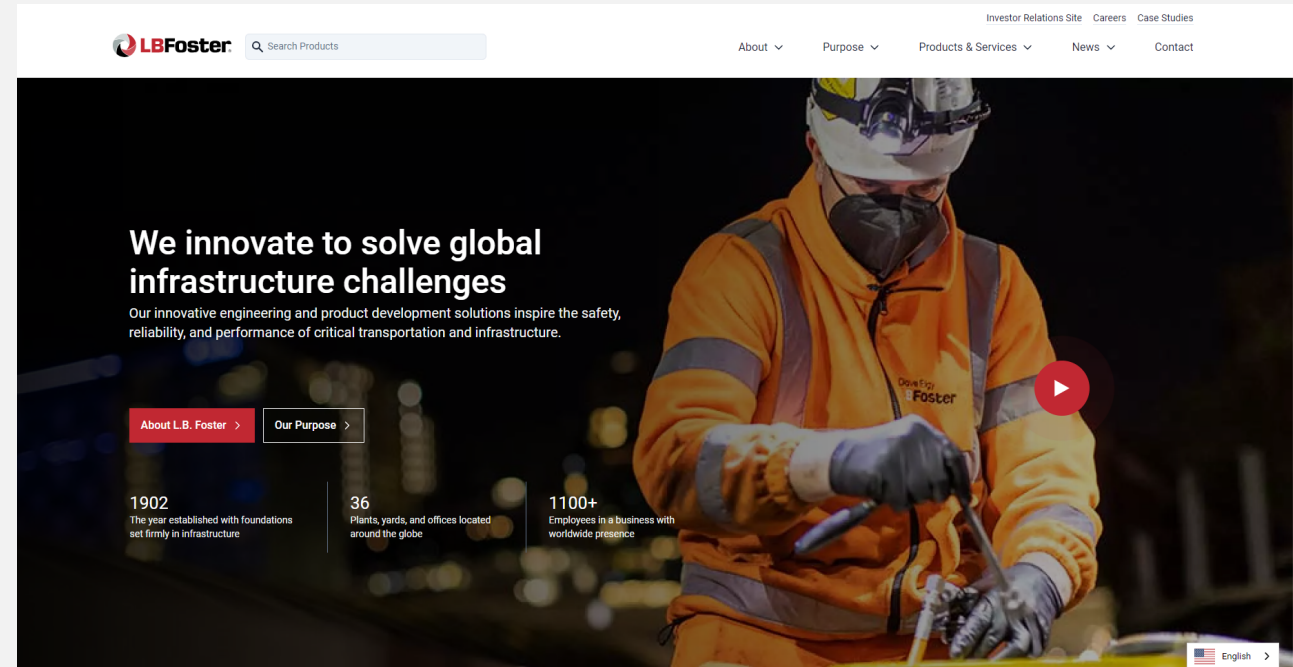
### Tuck In Acquisitions

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

# New Brand Identity and Global Website



The **L.B. Foster centrifuge** represents our five areas of influence: enabling safety, improving information flow, keeping things moving, monitoring conditions, and enhancing environments.



Global website with increased functionality that provides an elevated user experience and introduces the Company's repositioned brand that focuses on two sectors: **Global Railroad and North American Infrastructure Markets**

*We innovate to solve global infrastructure challenges*

# 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<sup>®</sup> modular wall systems for commercial and residential real estate market

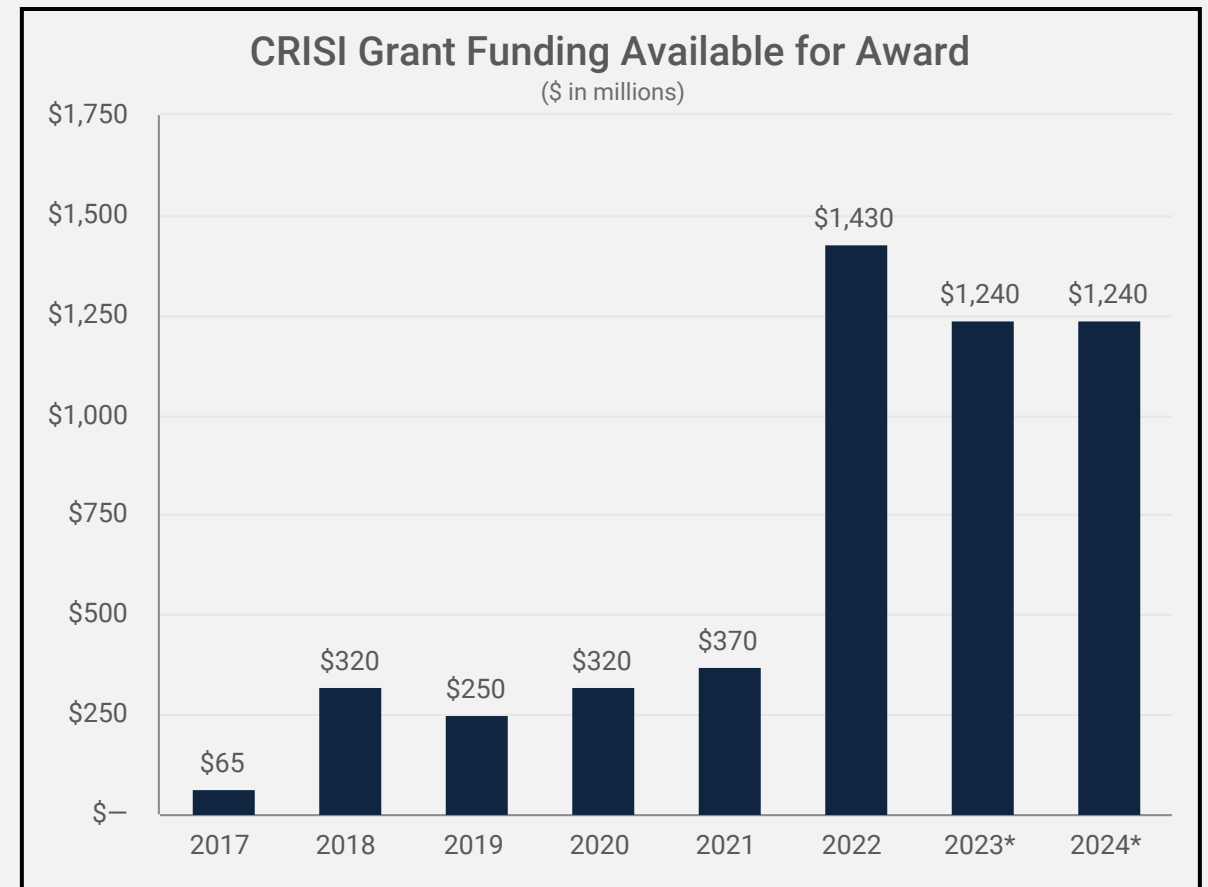


Renewed interest in domestic energy production translating into improving demand for pipeline Protective Coatings product lines

# Government investment in domestic rail market

## Investments in Infrastructure and Safety Improvement Programs Expected to Drive Demand

- > **Consolidated Rail Infrastructure and Safety Improvement ("CRISI")** grants provide funding for projects that improve safety, efficiency, and reliability of intercity passenger and freight rail
- > Funding has increased ~5.0x comparing the 2022-2024 average to the previous five years
- > Actual award of funding typically takes two years which our customers are starting to realize
- > Some further delays reported due to disruptions in Washington
- > Current portfolio of products and services support the rail projects funded by CRISI grants

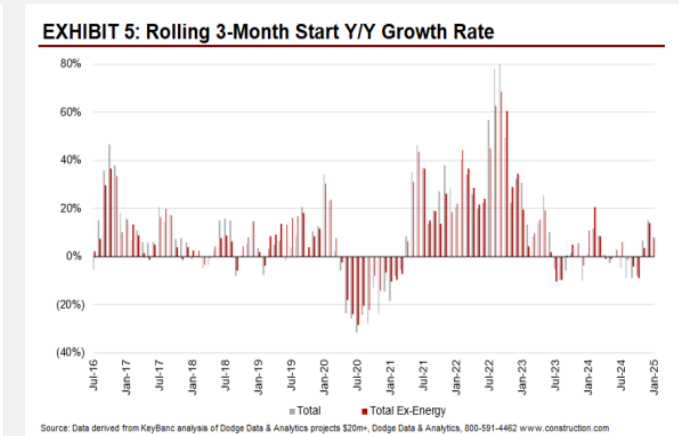
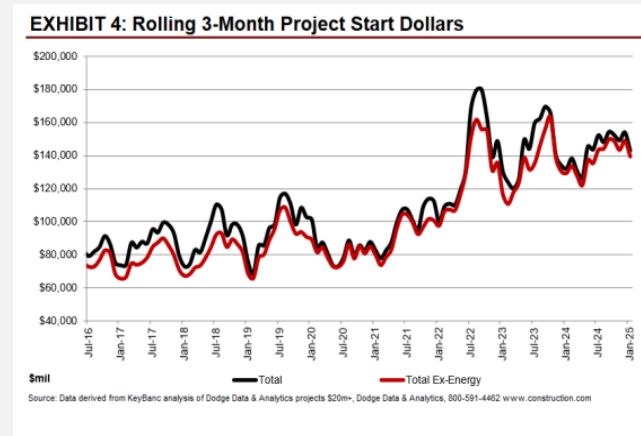
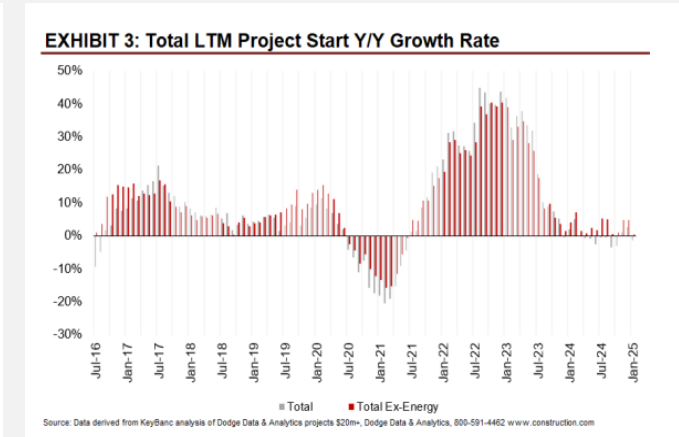
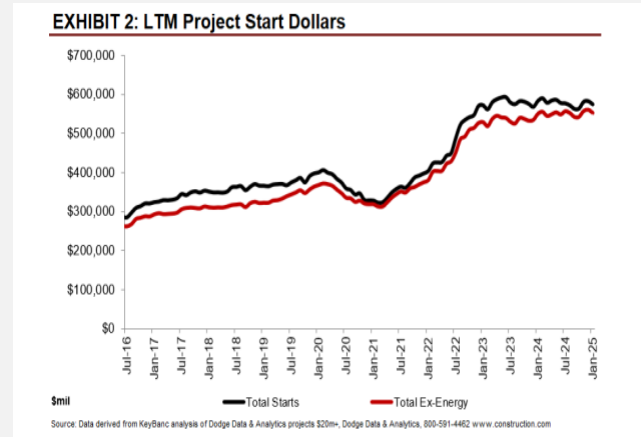


# Well positioned for growth - Infrastructure

## Portfolio Well Positioned to Benefit from Increase in Construction Project Starts

### Growth Drivers are in Place

- > Government initiatives and funding - Department of Transportation
- > Strong construction project starts in Southern U.S.
- > Renewed interest in pipeline investment in the U.S.
- > Great American Outdoors Act (2020) - funding expected through 2025
- > Infrastructure Investment and Jobs Act (2021) - majority of funding remains unspent
- > Infrastructure project starts increased ~10% YoY over LTM



# 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

Improved profitability outlook enabled by capital-light business model with demonstrated FCF generation over time

## Disciplined Capital Allocation

Multiple value-creating capital allocation levers at disposal

# Key Takeaways

Well Positioned to Benefit from Infrastructure Investment Super Cycle

## Strategic Execution Established Platform for Profitable Growth

- > Refreshed strategy rolled out in 2021 and executed through 2024
- > Substantial improvement in growth and profitability profile of business portfolio
- > Investing in growth platforms aligned with infrastructure super cycle

## Attractive Valuation and Free Cash Flow Yield

- > EV / 2025 Adj. EBITDA<sup>1,2</sup> valuation from 5.0x - 5.7x based on 2025 guidance
- > Expected 2025 free cash flow yield<sup>1,2</sup> ranging from 9% - 14% at current stock price

## Strong Profitability Expansion / Cash Generation Expected in 2025

- > Adjusted EBITDA<sup>1,3</sup> growth expected to be ~34% in 2025 with ~5.5% organic sales growth
- > Free cash flow<sup>1,2</sup> projected between \$20M - \$30M with well-defined capital allocation strategy

©

# Thank you!

## L.B. Foster Company Investor Presentation

### Nasdaq - FSTR



# Appendix

# Non-GAAP Measure: Adj. EBITDA Margin & Net Income Margin

Twelve months ended:				
(\$ in millions)	December 31, 2021	December 31, 2022	December 31, 2023	December 31, 2024
Net income (loss), as reported	\$ 3.5	\$ (45.7)	\$ 1.3	\$ 42.8
Interest expense - net	3.0	3.3	5.5	5.0
Income tax expense (benefit)	1.1	36.7	(0.4)	(28.4)
Depreciation expense	8.1	8.6	9.9	9.5
Amortization expense	5.8	6.1	5.3	4.6
<b>Total EBITDA</b>	<b>\$ 21.4</b>	<b>\$ 9.1</b>	<b>\$ 21.7</b>	<b>\$ 33.5</b>
(Gain) loss on divestitures	(2.7)	—	3.1	—
Impairment expense	—	8.0	—	—
Acquisition and divestiture costs	—	2.2	—	—
Commercial contract settlement	—	4.0	—	—
Insurance proceeds	—	(0.8)	—	—
VanHooseCo inventory adjustment to fair value amortization	—	1.1	—	—
VanHooseCo contingent consideration	—	0.5	—	—
Bridge grid deck exit impact	—	—	4.5	—
Bad debt provision	—	—	1.9	—
Restructuring costs	—	—	0.7	1.5
Gain on asset sale	—	—	—	(4.3)
Legal expense	—	—	—	1.2
Pension termination costs	—	—	—	1.7
<b>Adjusted EBITDA</b>	<b>\$ 18.7</b>	<b>\$ 24.2</b>	<b>\$ 31.8</b>	<b>\$ 33.6</b>
Net sales, as adjusted	\$ 513.6	\$501.5	\$545.7	\$530.8
<b>Net income (loss) margin</b>	<b>0.7 %</b>	<b>(9.1)%</b>	<b>0.2 %</b>	<b>8.1 %</b>
<b>Adjusted EBITDA margin</b>	<b>3.6 %</b>	<b>4.8 %</b>	<b>5.8 %</b>	<b>6.3 %</b>

# Non-GAAP Measure: Adjusted EBITDA by Quarter

(\$ in millions)	Three Months Ended			
	March 31, 2021	June 30, 2021	September 30, 2021	December 31, 2021
Net (loss) income, as reported	\$ (1.3)	\$ 2.9	\$ 2.2	\$ (0.4)
Interest expense - net	0.9	0.9	0.7	0.5
Income tax (benefit) expense	(0.3)	1.1	0.7	(0.4)
Depreciation expense	2.0	2.0	2.0	2.0
Amortization expense	1.5	1.5	1.5	1.4
<b>Total EBITDA</b>	<b>2.7</b>	<b>8.3</b>	<b>7.1</b>	<b>3.2</b>
Gain on divestiture of Piling Products	—	—	(2.7)	—
<b>Adjusted EBITDA</b>	<b>\$ 2.7</b>	<b>\$ 8.3</b>	<b>\$ 4.4</b>	<b>\$ 3.2</b>

# Non-GAAP Measure: Adjusted EBITDA by Quarter

(\$ in millions)	Three Months Ended			
	March 31, 2022	June 30, 2022	September 30, 2022	December 31, 2022
Net (loss) income, as reported	\$ (1.6)	\$ 2.0	\$ (2.1)	\$ (44.0)
Interest expense - net	0.4	0.4	1.0	1.6
Income tax (benefit) expense	(0.5)	0.8	(0.2)	36.5
Depreciation expense	1.9	1.9	2.3	2.6
Amortization expense	1.4	1.4	1.6	1.7
<b>Total EBITDA</b>	<b>1.7</b>	<b>6.5</b>	<b>2.6</b>	<b>(1.6)</b>
Insurance proceeds	—	(0.3)	—	—
Acquisition and divestiture costs	—	0.5	1.3	0.4
Gain on divestiture of Piling Products	—	(0.5)	—	—
Loss on divestiture of Track Components	—	—	0.4	—
VanHooseCo inventory adjustment to fair value amortization	—	—	0.9	0.3
VanHooseCo contingent consideration	—	—	0.2	0.3
Commercial contract settlement	—	—	4.0	—
Impairment expense	—	—	—	8.0
<b>Adjusted EBITDA</b>	<b>\$ 1.7</b>	<b>\$ 6.1</b>	<b>\$ 9.3</b>	<b>\$ 7.5</b>

# Non-GAAP Measure: Adjusted EBITDA by Quarter

(\$ in millions)	Three Months Ended			
	March 31, 2023	June 30, 2023	September 30, 2023	December 31, 2023
Net (loss) income, as reported	\$ (2.2)	\$ 3.5	\$ 0.4	\$ (0.5)
Interest expense - net	1.4	1.6	1.4	1.1
Income tax (benefit) expense	(0.5)	0.6	(0.1)	(0.3)
Depreciation expense	2.5	2.5	2.5	2.5
Amortization expense	1.4	1.4	1.4	1.2
<b>Total EBITDA</b>	<b>2.5</b>	<b>9.5</b>	<b>5.6</b>	<b>4.1</b>
Loss on divestiture	2.0	1.0	—	—
VanHooseCo contingent consideration	(0.1)	0.1	—	—
Bridge grid deck impact	—	—	4.1	0.3
Bad debt provision	—	—	0.9	1.0
Restructuring costs	—	—	—	0.7
<b>Adjusted EBITDA</b>	<b>\$ 4.5</b>	<b>\$ 10.6</b>	<b>\$ 10.6</b>	<b>\$ 6.1</b>

# Non-GAAP Measure: Adjusted EBITDA by Quarter

(\$ in millions)	Three Months Ended			
	March 31, 2024	June 30, 2024	September 30, 2024	December 31, 2024
Net income (loss), as reported	\$ 4.4	\$ 2.8	\$ 35.9	\$ (0.3)
Interest expense - net	1.1	1.5	1.4	1.0
Income tax expense (benefit)	0.3	0.3	(29.7)	0.7
Depreciation expense	2.4	2.4	2.3	2.4
Amortization expense	1.2	1.1	1.1	1.1
<b>Total EBITDA</b>	<b>9.4</b>	<b>8.1</b>	<b>11.0</b>	<b>5.0</b>
Gain on asset sale	(3.5)	(0.8)	—	—
Legal expense	—	0.8	0.4	—
Restructuring costs	—	—	0.9	0.5
Pension termination costs	—	—	—	1.7
<b>Adjusted EBITDA</b>	<b>\$ 5.9</b>	<b>\$ 8.1</b>	<b>\$ 12.3</b>	<b>\$ 7.2</b>

# Non-GAAP Measure: Adjusted EBITDA

(\$ in millions)	Six Months Ended June 30,		Six Months Ended December 31,	
	2024	2023	2024	2023
Net income, as reported	\$ 7.2	\$ 1.3	\$ 35.6	\$ —
Interest expense - net	2.6	3.0	2.4	2.6
Income tax expense	0.6	—	(29.0)	(0.4)
Depreciation expense	4.7	5.0	4.7	5.0
Amortization expense	2.3	2.7	2.3	2.6
<b>Total EBITDA</b>	<b>17.6</b>	<b>12.0</b>	<b>16.0</b>	<b>9.7</b>
Loss on divestitures	—	3.1	—	—
Gain on asset sales	(4.3)	—	—	—
Pension termination costs	—	—	1.7	—
VanHooseCo contingent consideration	—	—	—	—
Bridge grid deck exit impact	—	—	—	4.5
Bad debt provision	—	—	—	1.9
Restructuring costs	—	—	1.5	0.7
Legal expense	0.8	—	0.4	—
<b>Adjusted EBITDA</b>	<b>\$ 14.0</b>	<b>\$ 15.1</b>	<b>\$ 19.6</b>	<b>\$ 16.7</b>

# Non-GAAP Measure: Adj. Results for Non-Routine Items

Consolidated Adj. Results (\$ in millions)	Twelve Months Ended		Trailing Twelve Months Ended		
	December 31, 2023	December 31, 2022	June 30, 2024	March 31, 2024	September 30, 2023
Net sales, as reported	\$ 543.7	\$ 497.5	\$ 545.3	\$ 552.6	\$ 546.0
Bridge grid deck exit impact	2.0	—	2.0	2.0	2.0
Crossrail settlement adjustment	—	4.0	—	—	—
Net sales, as adjusted	\$ 545.7	\$ 501.5	\$ 547.3	\$ 554.6	\$ 548.0
Gross profit, as reported	\$ 112.0	\$ 89.6	\$ 112.8	\$ 114.9	\$ 110.1
Bridge grid deck exit impact	3.9	—	3.9	3.9	3.9
Crossrail settlement adjustment	—	4.0	—	—	—
VanHooseCo inventory adjustment to fair value amortization	—	0.9	—	—	—
Gross profit, as adjusted	\$ 115.9	\$ 94.4	\$ 116.7	\$ 118.8	\$ 114.0
Gross profit margin, as reported	20.6 %	18.0 %	20.7 %	20.8 %	20.2 %
Gross profit margin, as adjusted	21.2 %	18.8 %	21.3 %	21.4 %	20.8 %

# Non-GAAP Measure: Adj. Results for Non-Routine Items

Consolidated Adj. Results (\$ in millions)	Trailing Twelve Months Ended			Three Months Ended	
	June 30, 2023	March 31, 2023	September 30, 2022	September 30, 2023	September 30, 2022
Net sales, as reported	\$ 530.7	\$ 514.1	\$ 473.2	\$ 145.3	\$ 130.0
Bridge grid deck exit impact	—	—	—	2.0	—
Crossrail settlement adjustment	4.0	4.0	4.0	—	4.0
Net sales, as adjusted	\$ 534.7	\$ 518.1	\$ 477.2	\$ 147.3	\$ 134.0
Gross profit, as reported	\$ 105.8	\$ 96.5	\$ 81.8	\$ 27.4	\$ 23.1
Bridge grid deck exit impact	—	—	—	3.9	—
Crossrail settlement adjustment	4.0	4.0	4.0	—	4.0
VanHooseCo inventory adjustment to fair value amortization	0.9	0.9	0.9	—	0.9
Gross profit, as adjusted	\$ 110.6	\$ 101.3	\$ 86.7	\$ 31.3	\$ 27.9
Gross profit margin, as reported	19.9 %	18.8 %	17.3 %	18.9 %	17.8 %
Gross profit margin, as adjusted	20.7 %	19.5 %	18.2 %	21.2 %	20.8 %

# Non-GAAP Measure: Enterprise Value

	December 31, 2024
(\$ in millions)	
Share price (as of 2/28/2025)	\$ 27.45
Shares outstanding (as of 2/28/2025)	10.8
<b>Market Capitalization</b>	<b>\$ 295.2</b>
Net debt (as of 12/31/2024)	44.5
<b>Enterprise Value</b>	<b>\$ 339.7</b>

	December 31, 2025
(\$ in millions)	
Share price (as of 3/14/2025)	\$ 20.31
Shares outstanding (as of 2/28/2025)	10.8
<b>Market Capitalization</b>	<b>\$ 218.4</b>
Net debt <sup>1</sup>	19.5
<b>Enterprise Value</b>	<b>\$ 237.9</b>

Note figures may not foot due to rounding.  
 1) Net debt as of December 31, 2024 less midpoint of 2025 free cash flow guidance

# Non-GAAP Measure: Free Cash Flow Yield

	2025 Goals	
	Low	High
Free cash flow guidance	\$ 20.0	\$ 30.0
Shares outstanding (as of 2/28/2025)	10.8	10.8
Free cash flow per share	\$ 1.85	\$ 2.78
Share price (as of 3/14/2025)	\$ 20.31	\$ 20.31
<b>Free Cash Flow Yield</b>	<b>9 %</b>	<b>14 %</b>

# Non-GAAP Measure: Net Debt and Free Cash Flow

	December 31, 2024	September 30, 2024	June 30, 2024	March 31, 2024	December 31, 2023	September 30, 2023	June 30, 2023	March 31, 2023	December 31, 2022
(\$ in millions)									
Total debt	\$ 46.9	\$ 68.5	\$ 87.2	\$ 78.1	\$ 55.3	\$ 71.7	\$ 89.5	\$ 80.1	\$ 91.9
Less: cash and cash equivalents	(2.5)	(3.1)	(4.0)	(3.1)	(2.6)	(3.0)	(3.9)	(2.6)	(2.9)
<b>Total net debt</b>	<b>\$ 44.5</b>	<b>\$ 65.4</b>	<b>\$ 83.2</b>	<b>\$ 74.9</b>	<b>\$ 52.7</b>	<b>\$ 68.7</b>	<b>\$ 85.6</b>	<b>\$ 77.5</b>	<b>\$ 89.0</b>

	Six Months Ended							
(\$ in millions)	December 31, 2024	June 30, 2024	December 31, 2023	June 30, 2023	December 31, 2022	June 30, 2022	December 31, 2021	June 30, 2021
Net cash provided by (used in) operating activities	\$ 49.0	\$ (26.8)	\$ 40.7	\$ (3.3)	\$ 2.8	\$ (13.4)	\$ (7.6)	\$ 6.8
Less capital expenditures on property, plant, and equipment	(5.0)	(4.3)	(3.4)	(1.5)	(4.6)	(3.0)	(2.4)	(2.2)
<b>Free cash flow</b>	<b>\$ 44.0</b>	<b>\$ (31.2)</b>	<b>\$ 37.3</b>	<b>\$ (4.8)</b>	<b>\$ (1.8)</b>	<b>\$ (16.4)</b>	<b>\$ (10.0)</b>	<b>\$ 4.6</b>

	Year Ended
(\$ in millions)	December 31, 2021
Net cash (used in) operating activities	\$ (0.8)
Less capital expenditures on property, plant, and equipment	(4.6)
<b>Free cash flow</b>	<b>\$ (5.4)</b>

# Non-GAAP Measure: Funding Capacity<sup>1</sup>

(\$ 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 <sup>1</sup>	\$ 82.1
<b>Total available funding capacity<sup>1</sup></b>	<b>\$ 84.6</b>

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

	Three Months Ended	Twelve Months Ended
(\$ in millions)	September 30, 2022	December 31, 2022
Rail, Technologies, and Services net sales, as reported	\$ 77.4	\$ 300.6
Crossrail settlement adjustment	4.0	4.0
Rail, Technologies, and Services net sales, as adjusted	\$ 81.3	\$ 304.6
Rail, Technologies, and Services gross profit, as reported	\$ 13.4	\$ 59.5
Crossrail settlement adjustment	4.0	4.0
Rail, Technologies, and Services gross profit, as adjusted	\$ 17.3	\$ 63.5
Rail, Technologies, and Services gross profit margin, as reported	17.3%	19.8%
Rail, Technologies, and Services gross profit margin, as adjusted	21.3%	20.8%

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

	Three Months Ended
(\$ in millions)	September 30, 2023
Infrastructure Solutions net sales, as reported	\$ 58.5
Bridge grid deck exit impact	2.0
Infrastructure Solutions net sales, as adjusted	\$ 60.5
Infrastructure Solutions gross profit, as reported	\$ 10.2
Bridge grid deck exit impact	3.9
VanHooseCo inventory adjustment to fair value amortization	—
Infrastructure Solutions gross profit, as adjusted	\$ 14.0
Infrastructure Solutions gross profit margin, as reported	17.4 %
Infrastructure Solutions gross profit margin, as adjusted	23.2 %

# Non-GAAP Measure: Organic Sales

Change in Consolidated Organic Sales	Three Months Ended	Percent Change
(\$ in millions)	December 31,	
2023 net sales, as reported	\$ 134.9	
Decrease from product line exit	(1.6)	(1.2)%
Change due to organic sales	(5.1)	(3.8)%
2024 net sales, as reported	\$ 128.2	(5.0)%

Change in Rail, Technologies, and Services Organic Sales	Three Months Ended	Percent Change
(\$ in millions)	December 31,	
2023 net sales, as reported	\$ 69.3	
Change due to organic sales	9.9	14.2 %
2024 net sales, as reported	\$ 79.2	14.2 %

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	(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 Organic Sales	Year Ended	Percent Change
(\$ in millions)	December 31,	
2023 net sales, as reported	\$ 543.7	
Decrease from divestitures and exit	(13.8)	(2.5)%
Change due to organic sales growth	0.8	0.2 %
2024 net sales, as reported	\$ 530.8	(2.4)%

Change in Consolidated Organic Sales	Year Ended	Percent Change
(\$ in millions)	December 31,	
2022 net sales, as reported	\$ 497.5	
Net decrease from acquisitions & divestitures	(12.2)	(2.5)%
Change due to organic sales growth	58.4	11.7 %
2023 net sales, as reported	\$ 543.7	9.3 %

Change in Consolidated Organic Sales	Year Ended	Percent Change
(\$ in millions)	December 31,	
2021 net sales, as reported	\$ 513.6	
Net decrease from acquisitions & divestitures	(46.0)	(9.0)%
Change due to organic sales growth	29.9	5.8 %
2022 net sales, as reported	\$ 497.5	(2.4)%

# Non-GAAP Measure: Adjusted Organic Sales

Change in Consolidated Organic Sales	Six Months Ended	Percent Change	Six Months Ended	Percent Change
(\$ in millions)	December 31,		June 30,	
2023 net sales, as reported	\$ 280.2		\$ 263.5	
Decrease due to divestitures and exit	(0.9)	(0.3)%	(12.9)	(4.9)%
Change due to organic sales	(13.6)	(4.9)%	14.5	5.5 %
2024 net sales, as reported	\$ 265.7	(5.2)%	\$ 265.1	0.6 %

# Non-GAAP Measure: Rail Organic Sales

Change in Rail, Technology, and Services Sales (\$ in millions)	Three Months Ended March 31,	Percent Change
2023 net sales, as reported	\$ 64.4	
Decrease due to divestitures	(0.7)	(1.1)%
Change due to organic sales	18.9	29.4 %
2024 net sales, as reported	\$ 82.6	28.3 %

Change in Rail, Technologies, and Services Sales (\$ in millions)	Three Months Ended June 30,	Percent Change
2023 net sales, as reported	\$ 91.6	
Decrease due to divestitures	(1.4)	(1.5)%
Change due to organic sales	(4.6)	(5.0)%
2024 net sales, as reported	\$ 85.6	(6.6)%

Change in Rail, Technology, and Services Sales (\$ in millions)	Three Months Ended September 30,	Percent Change
2023 net sales, as reported	\$ 86.9	
Decrease due to divestitures	—	— %
Change due to organic sales	(7.4)	(8.5)%
2024 net sales, as reported	\$ 79.5	(8.5)%

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

# Non-GAAP Measure: Adj. Infrastructure Organic Sales

Change in Infrastructure Solutions Sales (\$ in millions)	Three Months Ended March 31,	Percent Change
2023 net sales, as reported	\$ 51.1	
Decrease due to divestitures	(9.9)	(19.5)%
Change due to organic sales	0.5	1.0 %
2024 net sales, as reported	\$ 41.7	(18.4)%

Change in Infrastructure Solutions Sales (\$ in millions)	Three Months Ended June 30,	Percent change
2023 net sales, as reported	\$ 56.4	
Decrease due to product line exit	(0.8)	(1.4)%
Change due to organic sales	(0.4)	(0.7)%
2024 net sales, as reported	\$ 55.2	(2.2)%

Change in Infrastructure Solutions Sales (\$ in millions)	Three Months Ended September 30,	Percent change
2023 net sales, as adjusted	\$ 60.5	
Decrease due to product line exit	(1.3)	(2.2)%
Change due to organic sales	(1.1)	(1.9)%
2024 net sales, as reported	\$ 58.0	(4.1)%

Change in Infrastructure Solutions Sales (\$ in millions)	Year Ended December 31,	Percent Change
2023 net sales, as reported	\$ 231.6	
Decrease due to divestitures	(11.7)	(5.1)%
Change due to organic sales	(16.0)	(6.9)%
2024 net sales, as reported	\$ 203.9	(12.0)%