


2022 Maxim Virtual Growth Conference

March 28-30, 2022

CECO ENVIRONMENTAL


Forward Looking Statement and Non-GAAP Information

This presentation contains forward-looking statements with predictions, projections and other statements about future events. These statements are made on the basis of management's views and assumptions regarding future events and business performance. We use words such as "believe," "expect," "anticipate," "intends," "estimate," "forecast," "project," "will," "plan," "should" and similar expressions to identify forward-looking statements. Forward-looking statements involve risks and uncertainties that may cause actual results to differ materially from these forward-looking statements. Potential risks and uncertainties, among others, that could cause actual results to differ materially are discussed under "Part I – Item 1A. Risk Factors" of the Company's Annual Report on Form 10-K for the fiscal year ended December 31, 2020 and include, but are not limited to: the sensitivity of our business to economic and financial market conditions generally and economic conditions in CECO's service areas; dependence on fixed price contracts and the risks associated therewith, including actual costs exceeding estimates and method of accounting for revenue; the effect of growth on CECO's infrastructure, resources, and existing sales; the ability to expand operations in both new and existing markets; the potential for contract delay or cancellation; liabilities arising from faulty services or products that could result in significant professional or product liability, warranty, or other claims; changes in or developments with respect to any litigation or investigation; failure to meet timely completion or performance standards that could result in higher cost and reduced profits or, in some cases, losses on projects; the potential for fluctuations in prices for manufactured components and raw materials, including as a result of tariffs and surcharges; the substantial amount of debt incurred in connection with our strategic transactions and our ability to repay or refinance it or incur additional debt in the future; the impact of federal, state or local government regulations; economic and political conditions generally; our ability to successfully realize the expected benefits of our restructuring program; our ability to successfully integrate acquired businesses and realize the synergies from strategic transactions; unpredictability and severity of catastrophic events, including cyber security threats, acts of terrorism or outbreak of war or hostilities or public health crises, such as uncertainties regarding the extent and duration of impacts of matters associated with the novel coronavirus (COVID-19), as well as management's response to any of the aforementioned factors. Many of these risks are beyond management's ability to control or predict. Should one or more of these risks or uncertainties materialize, or should the assumptions prove incorrect, actual results may vary in material aspects from those currently anticipated. Investors are cautioned not to place undue reliance on such forward-looking statements as they speak only to our views as of the date the statement is made. Furthermore, forward-looking statements speak only as of the date they are made. Except as required under the federal securities laws or the rules and regulations of the Securities and Exchange Commission, we undertake no obligation to update or review any forward-looking statements, whether as a result of new information, future events or otherwise.

While CECO reports its results in accordance with generally accepted accounting principles in the U.S. (GAAP), comments made during this conference call and these materials may include the following "non-GAAP" financial measures; non-GAAP gross profit, non-GAAP operating income, non-GAAP net income, adjusted EBITDA, adjusted free cash flow, adjusted net free cash flow, non-GAAP gross profit margin; non-GAAP operating margin, non-GAAP earnings per basic and diluted share, adjusted EBITDA margin and selected measures expressed on a constant currency basis. These measures are included to provide additional useful information regarding CECO's financial results and are not a substitute for their comparable GAAP measures. Explanations of these non-GAAP measures and reconciliations of these non-GAAP measures to their directly comparable GAAP measures are included in the accompanying "Supplementary Non-GAAP Financial Measures." Descriptions of many of these non-GAAP measures are also included in CECO's SEC reports.

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CECO Environmental: Investment Thesis

A differentiated position to generate long term shareholder returns

- ❑ Market leader with distinct competitive advantages including:
  - World renowned Brands (#1 / #2 in each CECO market)
  - Application engineering expertise with reputation for reliability
- ❑ Growing aftermarket business (~20% of Sales) with $6B installed base
- ❑ Highly diversified customers, end markets, and international footprint
- ❑ Favorable market tailwinds to drive organic growth
- ❑ Strong strategic M&A pipeline: accretive, short-cycle, environmentally focused
- ❑ Asset light business model delivers robust cash flow; healthy balance sheet
- ❑ Inaugural ESG report in 1H'22… well positioned to drive ESG value

$324 Revenue
$25 Adj. EBITDA -a)

$214 Backlog
+30% YoY -a)

$5.00 - $9.47
(52-wk range)

$194 Market Cap -b)

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-a) based on 2021 Financials in millions
-b) based on March 14, 2022

CECO Environmental: What We Do …

We Protect People

- Advanced solutions ensuring our customer’s employees are safe from industrial exposures
- Enabling employees to focus on their jobs, growth and productivity – not contaminants

We Protect The Environment

- More demand for environmental solutions to meet-or-exceed regulation
- Global customer base continues to drive more environmental regulations and ESG focus
- Committed to minimizing environmental footprint in our internal practices

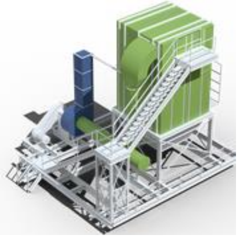
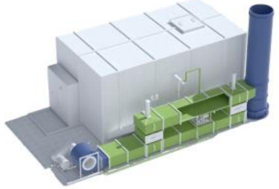
We Protect Industrial Equipment

- Protects our customer’s investment in their operating environmental and capital equipment
- Minimize usage, where possible, by enabling reuse of by-products
- Maximal protection in critical applications with flow control and other industrial operations

CECO Environmental: The Markets We Serve and Solutions

Industrial Air

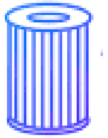
Solution Examples: *Regenerative Thermal Oxidizers Scrubbers, Dust Collectors, Other Filtration and More …*

- Produced Wood
- Auto / EV
- Beverage Can
- Semiconductor
- Clean Power
- Gen. Ind'l & More …

Short Cycle Opportunities


Service

Filters & Media


Monitoring


Industrial Water

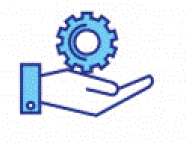
Examples: *Ind'l Pumps & Filtration, Produced / Oily Water Systems, Storm Water Expansion Joints and More …*



- Desalination
- Automotive
- Aquatic Markets
- Infrastructure H2O
- Storm Water
- Gen. Ind'l & More …

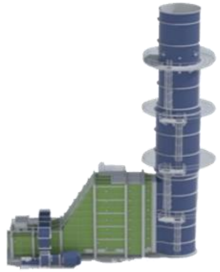
Short Cycle Opportunities


Service

Replacement Parts & Spares


Energy Transition

Examples: *Gas & Liquid Separation, Turbine De-Nox Systems, Emissions Management Solutions and More …*

- Renewable Nat. Gas
- Carbon Capture
- Nat. Gas Pipelines
- H_2 / Gas Turbines
- CO_2 Transport
- LNG Liquification

Short Cycle Opportunities


Service

Replacement Vanes & Media


Engineering Studies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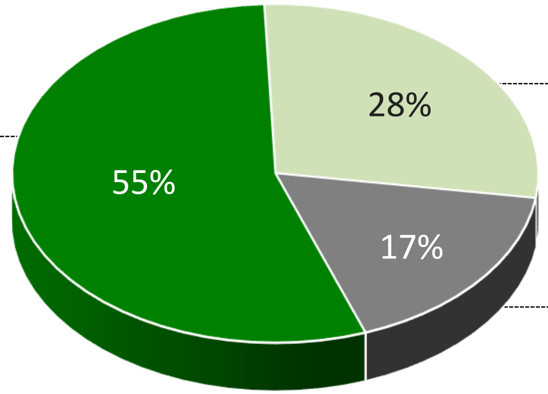
CECO Environmental: How We Are Organized

Platform Solutions

Industrial Air Filtration
- Particulate Filtration
- Scrubbers
- Chemical Abatement
- Thermal Abatement

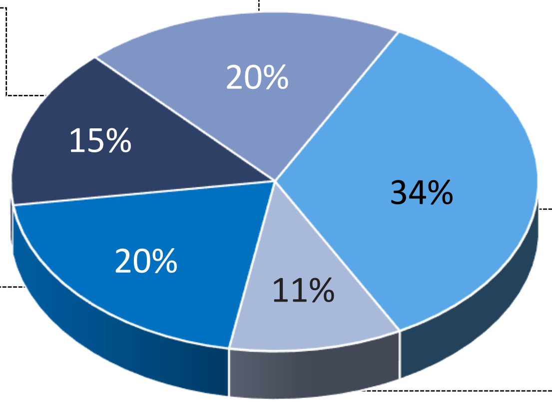


Fluid Handling
- Pumps
- Liquid Filtration

Duct Fabrication & Install
- Duct work
- Ventilation Installation

Thermal Acoustics
- Exhaust Systems
- Silencers

Emissions Management
- $DeNO_x$ – SCR/SNCR
- Analytical Services



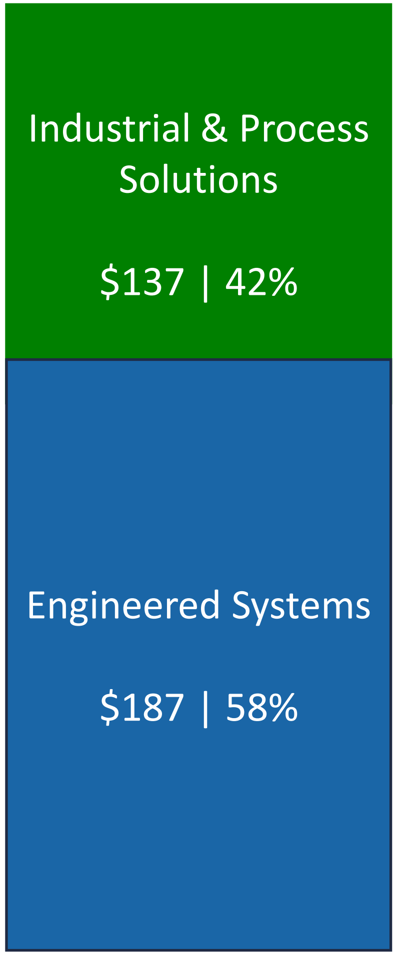
Fluid Bed Cyclones
- Catalyst Recovery

Gas Separation + Water
- Gas Separation
- Process Water Treatment

Dampers & Expansion Joints
- Air & Water / Infrastructure

Segments

($MM)



Revenue Mix
TY'21

-a) excludes GRC acquisition

CECO Environmental: Snapshot of Diverse Customers

No single customer >10% of revenue

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CECO Environmental: Global Footprint

Global HQ: Dallas, TX

Sales and Engineering

Manufacturing and Assembly

~850 Employees worldwide

~60% are Engineers/Solution experts (-a)

Asset Light: ~75% of production via Partners

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(-a) employee count less manufacturing

Q4 / TY 2021 Financials

Q4: Another Period with Strong Orders' Growth … A Return to Sales Growth

($MM)

Q4 2021 Financial Results

	Q4'21	YoY %	Seq %	Comments
• **Orders:**	~ $91	+17%	(2)%	Growth each Qtr. of '21 … Q1'22 = Strong
• **Sales:**	~ $94	+13%	+17%	Sales > as Fab. Partners return to work

$214 Backlog remains near all-time highs … Pipeline > $2B

	Q4'21	YoY %	Seq %	Comments
• **Gross Margin:**	30.5%	(110)bp	+210bp	(+) Remedied several execution issues (+) Favorable project mix offset PY price challenged backlog + Inflation (–) Supply availability remains challenged with Resin, Mechanical Parts, and Steel long lead items.
• **Adj. EBITDA:**	$9.1	$(0.8)	+$5.6	
• **Adj. EPS:**	$0.10	$(0.06)	+$0.09	
• **FCF:**	$2.2	+$7.9	$(3.8)	FCF remains choppy quarter to quarter

Overall, Great Sequential Improvement …

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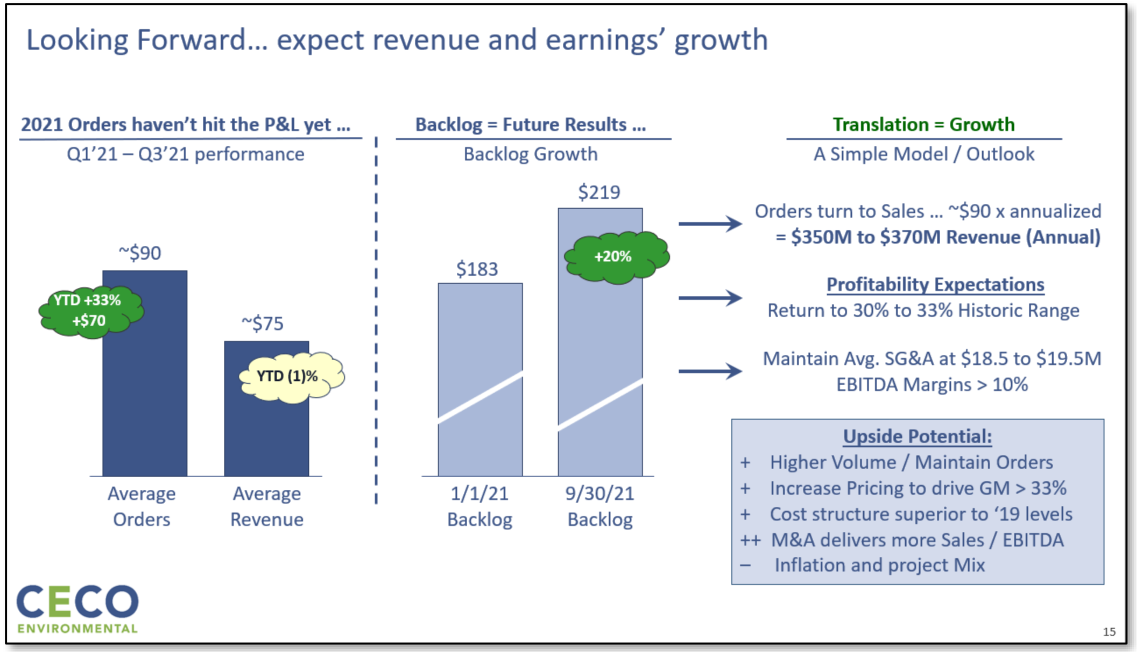
Q4 Execution Spot On with Previous Outlook (From Q3 Earnings)

What We Said in CECO's Q3 Earnings[1]

CECO Environmental Reports Third Quarter and Year-to-Date 2021 Results
Bookings Up 39 Percent, but Q3 Results Impacted by Challenging Operating Environment

"Third quarter and year-to-date results reflect the 'tale of two CECOs', so to speak," said Todd Gleason, Chief Executive Officer. "On the one hand, our orders were up 39 percent in the third quarter and up 33 percent year-to-date. This represents strong bookings' growth and positions CECO for corresponding revenue growth in the coming quarters. Unfortunately, in the third quarter, we could not overcome challenges associated with lower-margin projects booked in late 2020, various short-term execution issues associated with supply chain and logistics costs, customer delays, and labor shortages. As the fourth quarter continues to progress, we are confident we will achieve improved volumes and margins, which we expect to result in revenues up double-digits and adjusted EBITDA to more than double sequentially from the third quarter."

Outlook Slide from Q3 Earnings



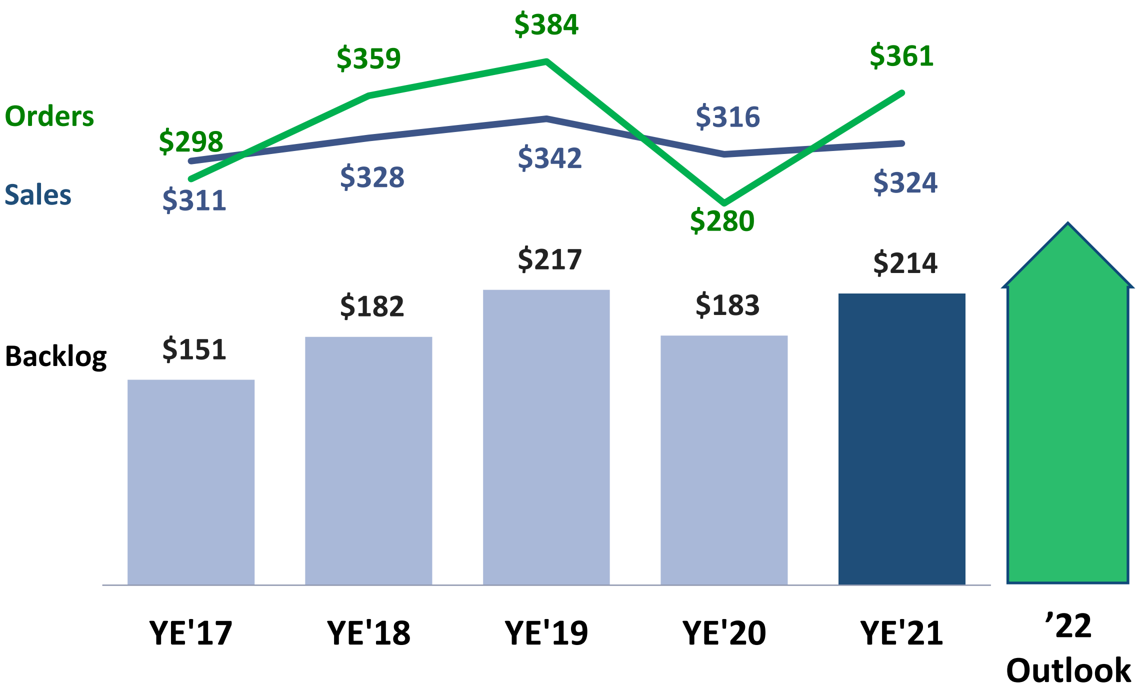
- ✓ **Continued ~ $90M Orders**
- ✓ **Revenue ~ $90M as outlined**
- ✓ **Return to ~30% GM (or >)**
- ✓ **SG&A cost management**
- ✓ **EBITDA ~ 10%**
- ✓ **M&A activity announced (GRC)**

1 https://investors.cecoenviro.com/2021-11-08-CECO-Environmental-Reports-Third-Quarter-and-Year-to-Date-2021-Results

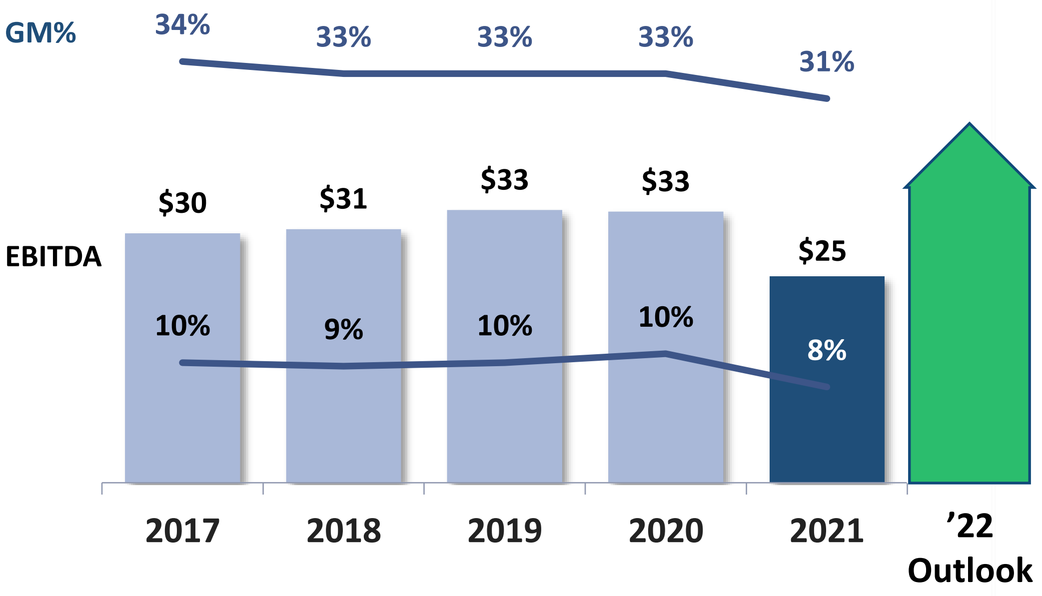
Strong demand momentum to propel CECO growth in 2022

($MM)

Exited 2021 with Rebuilt Backlog …



… Out-sized Growth expected in ‘22



Strong Backlog + continued Orders momentum = Profitable Growth

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(a) All metrics exclude Divestitures
(b) Differences between Orders, Revenue and Backlog driven by FX or Cancellations

Full Year, Balance Growth: 7 of 8 CECO platforms grew 2021 orders

($MM)

Segments	Platforms	YoY %	Outlook & Commentary
Industrial & Process Solutions $137 | 42%	Industrial Air	+54% [-a)]	• Demand for air pollution controls strong
	Duct Fab & Install	+21%	• Woodworking & Construction markets ↑
	Fluid Handling	+23%	• US MRO spend growing, distributors de-stocking
Engineered Systems $187 | 58%	Emissions Management	+77%	• Continued rebound in Power Markets expected
	Separation / Filtration + Water	(38)%	• Impacted by O&G CAPEX… '22 pipeline looking positive
	Thermal Acoustics	+48%	• Markets remain robust in 2022
	Fluid Bed Cyclones	+66%	• Refinery rebound driven by Emerging Markets
	Dampers & Expansion Joints	+98% [-a)]	• Replacement dampers & industrial CAPEX ↑

Revenue Mix
(2021)

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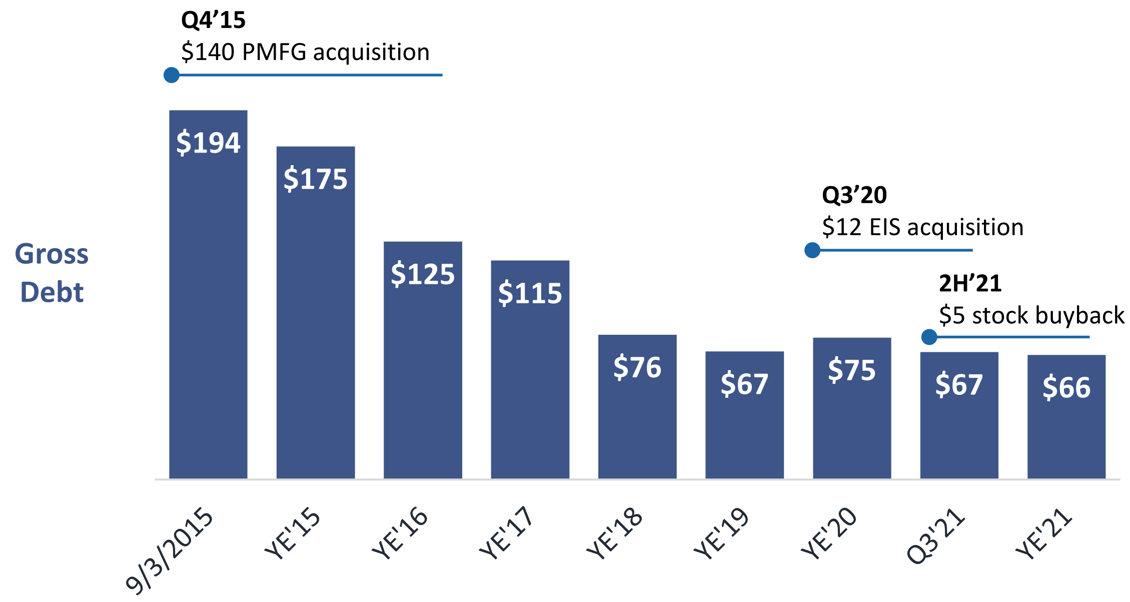
-a) All on Reported Full Year Basis. Excluding M&A, Industrial Air +30% and Dampers +58% organically

Business model drives high free cash flow with optionality for deployment

($MM)

Historical capital deployment



Comments

- **~$50 of Capacity and $35 Cash on Hand**
- **Amended and Extended Credit Facility in Q4’21**
- **Net Leverage at ~1.2X**
- **Robust M&A pipeline… >$200 million target sales**
- **Acquired GRC for ~$24 million in March**

In position to allocate capital to steadily transform portfolio

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Looking Forward

Looking Forward … Committed to Growth in 2022

Revisiting Q3'21 Earnings Information

"What We Said"

- Orders averaging ~$90 / quarter
- Revenue slow to turn ~$75 quarter
- Backlog strong at ~$220

Translation = Growth

A Simple Model / Outlook

Orders turn to Sales … ~$90 x annualized =
$350M to $370M Revenue (Annual)

Profitability Expectations

Return to 30% to 33% Historic Range

Maintain Avg. SG&A at $18.5 to $19.5M
EBITDA Margins > 10%

Remain Bullish Exiting Q4 / 2021

- ✓ Orders > $90
- ✓ Revenue starting to turn
- ✓ Backlog strong
- ✓ Pipeline > $2B
- ✓ M&A pipeline kicking in

Upside Potential:

+ Higher Volume / Maintain Orders
+ Increase Pricing to drive GM > 33%
+ Cost structure superior to '19 levels

++ M&A delivers more Sales / EBITDA

– Inflation and project Mix

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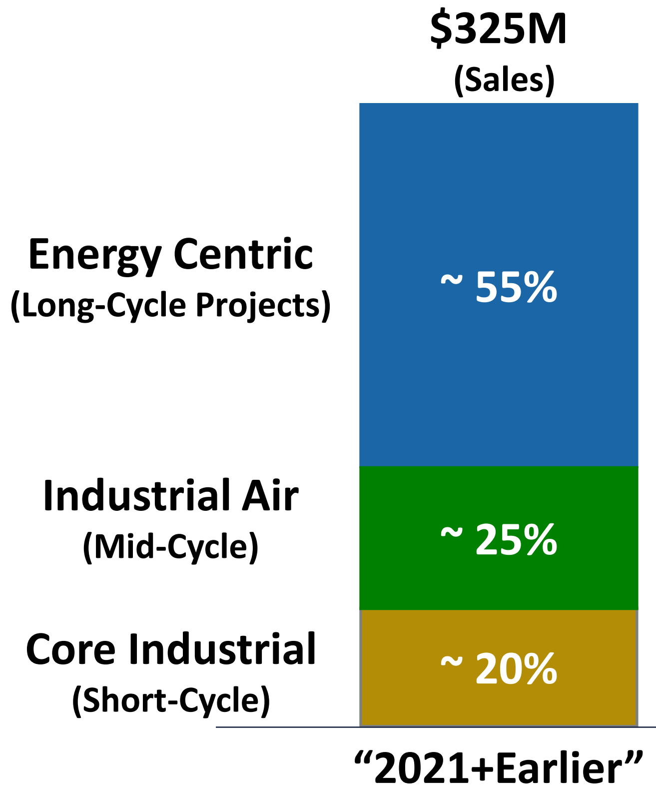
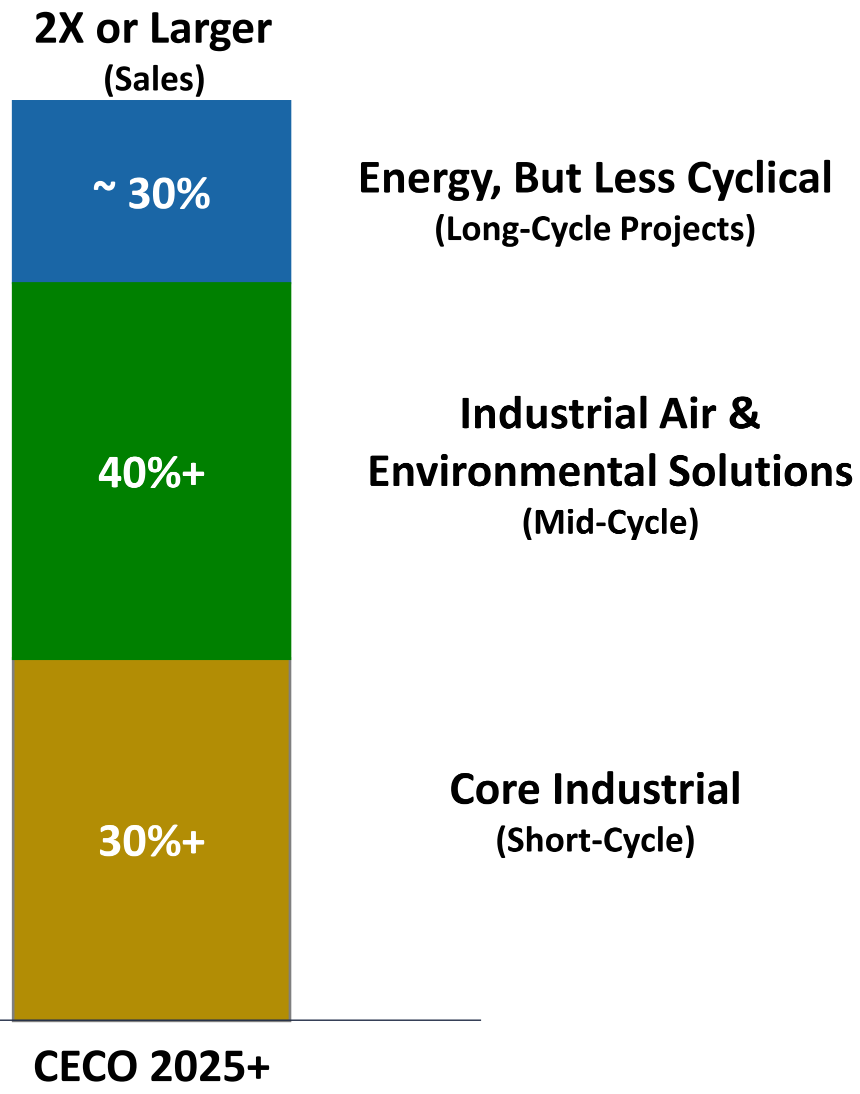
Transformation: An Environmentally-focused, Diversified Industrial Leader



- Focused investments in less cyclical platform(s)
- Utilize well-timed optionality for non-core

- Add more Environmental Services
- Build upon "core" in secular growth markets
- Strategic M&A targets … small / medium sized
- Focus on repeatable / recurring revenue
- Must fit our strategic targets and accretive



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Long-cycle Projects = 9-to-18-month revenue turn
Mid-cycle Projects = 3-to-9-month revenue turn

Kick-starting our Transformational Journey early in 2022

- **GRC Acquisition Announced (January 2022) … a solid 1st step in transforming portfolio**
  - *More than doubles platform addressable market by $300 million into Water & Wastewater adjacencies*
  - *Improves CECO's short cycle mix from ~22% to ~27%*
  - *Above average EBITDA margins and cash flows deliver attractive value for shareholders*

- **Great M&A Funnel with Actionable Opportunities … to transform portfolio**
  - *Double CECO sales in 3-5 years driven by Organic growth, new adjacent markets, and M&A*
  - *M&A focused on shorter cycle sales mix, Higher EBITDA margins, and secular growth markets*
  - *Amended and extended credit agreement in Q4. More capacity & flexibility to execute!*

- **Capital allocation geared towards programmatic M&A (*2-3 deals per year*)**
  - *Re-organization into Platforms drives accountability, adjacency growth, and bolt-on M&A execution*
  - *Infrastructure built during CECO's "last chapter" creates foundation & balance sheet for inorganic growth*
  - *Rich M&A funnel totals +$300 million revenue in proprietary opportunities*

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In Summary …

- 2021 Was CECO's "Covid Year" Because of Low Starting Backlog (Impacted Rev + EBITDA)
- Pipeline Remains > $2B … Early Q1'22 Orders Remained Very Strong
- Focused to Deliver Solid Growth in 2022 … Executing to Overcome Inflationary Environment
- Publishing CECO's Inaugural ESG Report Very Soon … Will Ramp-up ESG-related Releases too
- CECO Transformation Underway: Programmatic / Focused / Accretive M&A

Questions?

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Supplemental Materials

Other Information

And

Non-GAAP Reconciliation

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CECO a "clean air story" with a history of acquisitions spanning 40+ years

1979 — Claremont Engineering Company ("CECO") is founded

1983 — Claremont Engineering Company renames to CECO Filters

1993 — CECO Filters acquires **Air Purolator Corp** and creates a subsidiary named Compliance Systems International

1997 — CECO Filters merges with **Busch** and is **renamed CECO Environmental**. **Starts trading on NASDAQ as CECE**

2007 — Acquires **Effox** adding capabilities in Expansion Joints and Dampers

Industrial Air Pollution Solutions
CEO: Phil DeZwirek 1972 - 2007

2008 — Acquires **Fisher Klosterman & Buell** and **A.V.C. Specialist & Flextor** adding Cyclones, Scrubbers and Dust Collectors to the portfolio

Consolidation of Air Pollution market
CEO: Jeff Lang 2007 - 2016

2013 — Acquires **Adwest** (Regenerative Thermal Oxidizers)

Acquires **Aarding** (Gas Turbine Exhaust Systems)

Acquires **Met Pro** (Specialty pumps and industrial dust and filtration solutions)

2014 — Acquires **HEE, SATTi** and **Zhongli** adding to the portfolio Chemical Scrubbers, Regenerative Thermal Oxidizers, Dampers and Diverters

Acquires **Emtrol** a designer of Cyclons for refineries

2015 — Acquires **Peerless** with gas and liquid separation and filtration solutions, SCR and SNCR, and Acoustical solutions

Aggressive M&A into Energy markets and Cost-Cutting
CEO: Jeff Lang 2007 - 2016

2017 — Power Generation Market (new Gas Turbine GW capacity) drops 50%. **CECO eliminates Dividend**

2018 — **Divests Keystone Filters, Strobic** (part of the Met Pro acquisition) and **Zhongli**. Balance Sheet de-levered

Simplification and organic Growth
CEO: Dennis Sadlowski 2017 - 2020

2020 — Acquires **EIS** (RTO's serving UK, Europe and BevCan markets)

Joint Venture between **Mader Co** and Effox-Flextor for cost synergies & market diversification

2021 — Re-organize company into 8 Solution Platforms

$5MM Share Buyback

Build M&A Funnel

Transform CECO
CEO: Todd Gleason 2020 - Present

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Biographies

Todd Gleason, CEO

- Over 25 years of experience in variety of senior leadership roles including general management, finance and strategy/growth
- Significant roles in leading industrial companies: Honeywell, Trane and Pentair
- Impactful experience leading private equity / venture company through transformations
- Aligned with shareholders to deliver growth and value creation

Matt Eckl, CFO

- 20 years experience in Finance, IT, and Process roles including FP&A, Audit, Ops Finance, M&A, and Project Management
- Several roles of elevating responsibility at General Electric and Gardner Denver
- 5 Years at CECO Environmental as CFO. Responsibilities and focus have transitioned from Foundational Finance & Business Process to Operational/COO and now to M&A

Ramesh Nuggihalli, COO

- 30+ years industry experience, working in 25+ countries across Power Generation, O&G, process and Water markets
- President and Managing Director of Xylem Asia, based in Singapore, serving the Water sector.
- Managing Director of Pentair Middle East, based in Dubai UAE, serving the Energy sector
- Executive leadership roles at multi-national corporations: Tyco, Ametek, General Electric, Babcock & Wilcox and SNC-Lavalin

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Ensuring a "Sustainable Future" for CECO is important for all Stakeholders

ESG Actions Taken:

✓ **ESG Steering Co. setup in 2021 … Cross Functional**

✓ **Engaged 3rd party to kick-off our ESG journey in Q2'21**

✓ **Launched CECOenviro.com/ESG in Q3'21**

❑ **Publishing Inaugural ESG Report in Early 2022**

- Outline ESG process, scope, and materiality
- Commitment to People: Safety and DE&I
- Commitment to the Environment: GHG & Energy
- Commitment to Sound Business: Governance

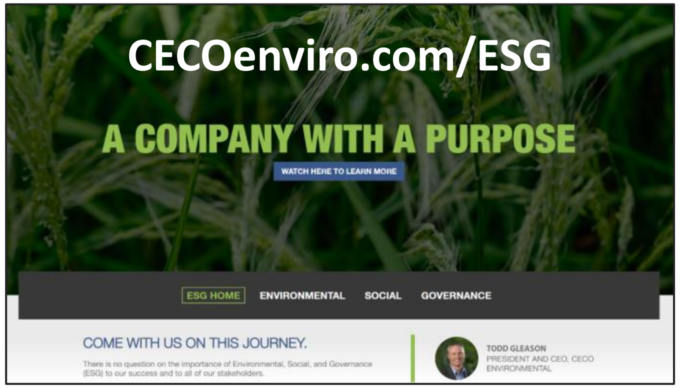
Significant Progress in Improving CECO's ESG Score… while focusing on "Sustainable Future" for CECO

Progress To-Date:

❑ ***Social (Score 8 → 2)***
✓ **Policies issued (Human Rights, Code of Business Conduct, etc.**

❑ ***Environmental (Score 10 → 9)***
✓ **Environmental Policy issued**
- **Gathering data on metrics (GHG, water use, waste /recycling)**

❑ ***Governance (Score 5 → 5)***
✓ **New NASDAQ/SEC board diversity disclosure… CECO in compliance!**



ISS Scores:

Governance	5
Environment	9
Social	2

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Revenue excluding Acquisitions & Divestitures

(dollars in millions)	Annual 2019	Q1 2020	Q2 2020	Q3 2020	Q4 2020	Annual 2020	Q1 2021	Q2 2021	Q3 2021	Q4 2021	Annual 2021
Revenue as report in accordance with GAAP	$ 341.9	$ 80.5	$ 75.2	$ 77.4	$ 82.9	$ 316.0	$ 71.9	$ 78.7	$ 80.0	$ 93.6	$ 324.2
Less revenue attributable to divestitures	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Less revenue attributable to acquisitions and joint ventures	$ -	$ -	$ (0.5)	$ (5.9)	$ (2.3)	$ (8.7)	$ (2.7)	$ (5.5)	$ (5.7)	$ (6.0)	$ (19.9)
Organic Revenue	$ 341.9	$ 80.5	$ 74.7	$ 71.5	$ 80.6	$ 307.3	$ 69.2	$ 73.2	$ 74.3	$ 87.6	$ 304.3

NOTE: Amounts are computed independently each quarter. Accordingly, the sum of each quarter's amounts may not equal the total amounts for the respective year.

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Non-GAAP Gross Profit and Margin

(dollars in millions)	Annual 2019	Q1 2020	Q2 2020	Q3 2020	Q4 2020	Annual 2020	Q1 2021	Q2 2021	Q3 2021	Q4 2021	Annual 2021
Gross Profit as report in accordance with GAAP	**$ 114.1**	**$ 28.3**	**$ 25.8**	**$ 24.8**	**$ 26.2**	**$ 105.1**	**$ 24.4**	**$ 25.3**	**$ 22.7**	**$ 28.5**	**$ 100.9**
Gross Profit margin in accordance with GAAP	*33.4%*	*35.2%*	*34.3%*	*32.0%*	*31.6%*	*33.3%*	*33.9%*	*32.1%*	*28.4%*	*30.4%*	*31.1%*
Legacy design repairs	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Inventory valuation adjustment	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
PP&E valuation adjustment	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Non-GAAP Gross profit	**$ 114.1**	**$ 28.3**	**$ 25.8**	**$ 24.8**	**$ 26.2**	**$ 105.1**	**$ 24.4**	**$ 25.3**	**$ 22.7**	**$ 28.5**	**$ 100.9**
Non-GAAP Gross profit margin	*33.4%*	*35.2%*	*34.3%*	*32.0%*	*31.6%*	*33.3%*	*33.9%*	*32.1%*	*28.4%*	*30.4%*	*31.1%*

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NOTE: Amounts are computed independently each quarter. Accordingly, the sum of each quarter's amounts may not equal the total amounts for the respective year.

Non-GAAP Operating Income and Margin

(dollars in millions)	Annual 2019	Q1 2020	Q2 2020	Q3 2020	Q4 2020	Annual 2020	Q1 2021	Q2 2021	Q3 2021	Q4 2021	Annual 2021
Operating Income as report in accordance with GAAP	$ 18.0	$ 4.2	$ 4.4	$ 1.0	$ 3.7	$ 13.3	$ 3.1	$ 2.1	$ (0.6)	$ 5.3	$ 9.9
Operating margin in accordance with GAAP	*5.3%*	*5.2%*	*5.9%*	*1.3%*	*4.5%*	*4.2%*	*4.3%*	*2.7%*	*-0.8%*	*5.7%*	*3.1%*
Legacy design repairs	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Inventory valuation adjustment	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
PP&E valuation adjustment	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Gain on insurance settlement	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Acquisition and integration expenses	$ 0.5	$ -	$ 0.7	$ 0.4	$ 0.3	$ 1.4	$ 0.1	$ -	$ 0.2	$ 0.5	$ 0.8
Amortization	$ 8.6	$ 1.7	$ 1.8	$ 2.0	$ 2.0	$ 7.5	$ 1.7	$ 1.7	$ 1.7	$ 1.6	$ 6.7
Earn-out and retention expenses	$ -	$ -	$ -	$ 0.1	$ 1.3	$ 1.4	$ 0.1	$ 0.6	$ 0.1	$ 0.3	$ 1.1
Intangible asset impairment	$ -	$ -	$ -	$ -	$ 0.9	$ 0.9	$ -	$ -	$ -	$ -	$ -
(Gain) Loss on divestitures, net of selling costs	$ 0.1	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Restructuring expense (income)	$ 1.0	$ 0.4	$ 0.5	$ 0.9	$ 0.6	$ 2.4	$ -	$ 0.3	$ 0.4	$ -	$ 0.6
Executive transition expenses	$ -	$ -	$ -	$ 1.5	$ -	$ 1.5	$ -	$ -	$ -	$ -	$ -
Facility exit expenses	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Legal reserves	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Non-GAAP operating Income	$ 28.2	$ 6.3	$ 7.4	$ 5.9	$ 8.8	$ 28.4	$ 5.0	$ 4.7	$ 1.8	$ 7.7	$ 19.1
Non-GAAP Operating margin	*8.2%*	*7.8%*	*9.8%*	*7.6%*	*10.6%*	*9.0%*	*7.0%*	*6.0%*	*2.3%*	*8.2%*	*5.9%*

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NOTE: Amounts are computed independently each quarter. Accordingly, the sum of each quarter's amounts may not equal the total amounts for the respective year.

Non-GAAP Net Income, Adjusted EBITDA and Margin

(dollars in millions)	Annual 2019	Q1 2020	Q2 2020	Q3 2020	Q4 2020	Annual 2020	Q1 2021	Q2 2021	Q3 2021	Q4 2021	Annual 2021
Net Income (loss) as report in accordance with GAAP	$ 17.7	$ 3.4	$ 3.3	$ (0.2)	$ 1.8	$ 8.3	$ 1.2	$ 0.3	$ (1.2)	$ 1.2	$ 1.4
Legacy design repairs	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Inventory valuation adjustment	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
PP&E valuation adjustment	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Gain on insurance settlement	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Acquisition and integration expenses	$ 0.5	$ -	$ 0.7	$ 0.4	$ 0.3	$ 1.4	$ 0.1	$ -	$ 0.2	$ 0.5	$ 0.8
Amortization	$ 8.6	$ 1.7	$ 1.8	$ 2.0	$ 2.0	$ 7.5	$ 1.7	$ 1.7	$ 1.7	$ 1.6	$ 6.7
Earn-out and retention expenses	$ -	$ -	$ -	$ 0.1	$ 1.3	$ 1.4	$ 0.1	$ 0.6	$ 0.1	$ 0.3	$ 1.1
Intangible asset impairment	$ -	$ -	$ -	$ -	$ 0.9	$ 0.9	$ -	$ -	$ -	$ -	$ -
(Gain) Loss on divestitures, net of selling costs	$ 0.1	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Restructuring expense (income)	$ 1.0	$ 0.4	$ 0.5	$ 0.9	$ 0.6	$ 2.4	$ -	$ 0.3	$ 0.4	$ -	$ 0.6
Executive transition expenses	$ -	$ -	$ -	$ 1.5	$ -	$ 1.5	$ -	$ -	$ -	$ -	$ -
Facility exit expenses	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Legal reserves	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Deferred financing fee adjustment	$ 0.4	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Foreign currency remeasurement	$ (0.5)	$ 0.5	$ (0.6)	$ 0.4	$ -	$ 0.3	$ 0.6	$ 1.1	$ (0.1)	$ 0.5	$ 2.0
Tax benefit of expenses	$ (2.5)	$ (0.7)	$ (0.6)	$ (1.3)	$ (1.3)	$ (3.9)	$ (0.6)	$ (0.9)	$ (0.6)	$ (0.7)	$ (2.8)
Zhongli Tax benefit	$ (4.4)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Non-GAAP net income	$ 20.9	$ 5.3	$ 5.1	$ 3.8	$ 5.6	$ 19.8	$ 3.1	$ 3.1	$ 0.5	$ 3.4	$ 9.8
Depreciation	$ 2.2	$ 0.5	$ 0.6	$ 0.6	$ 0.6	$ 2.3	$ 0.8	$ 0.8	$ 0.8	$ 0.8	$ 3.2
Non-cash stock compensation	$ 2.8	$ 0.6	$ 0.2	$ 0.7	$ 0.5	$ 2.0	$ 0.7	$ 0.9	$ 0.9	$ 0.9	$ 3.3
Other (income)/expense	$ (0.3)	$ (1.5)	$ 0.2	$ (0.1)	$ (1.0)	$ (2.4)	$ (0.1)	$ (0.2)	$ (0.1)	$ 0.6	$ 0.2
Interest expense	$ 5.0	$ 1.0	$ 0.9	$ 0.8	$ 0.8	$ 3.5	$ 0.7	$ 0.7	$ 0.7	$ 0.8	$ 3.0
Income tax expense	$ 2.4	$ 1.5	$ 1.2	$ 1.5	$ 3.4	$ 7.6	$ 1.2	$ 1.1	$ 0.7	$ 2.6	$ 5.5
Adjusted EBITDA	$ 33.0	$ 7.4	$ 8.2	$ 7.3	$ 9.9	$ 32.8	$ 6.4	$ 6.4	$ 3.5	$ 9.1	$ 25.0
Non-GAAP Operating margin	*9.7%*	*9.2%*	*10.9%*	*9.4%*	*11.9%*	*10.4%*	*8.9%*	*8.1%*	*4.4%*	*9.7%*	*7.7%*
Basic Shares Outstanding	34,987,878	35,155,377	35,275,729	35,358,913	35,366,837	35,289,616	35,396,705	35,491,725	35,472,298	35,399,724	35,345,785
Diluted Shares Outstanding	35,484,273	35,394,865	35,410,182	35,358,913	35,655,014	35,520,670	35,774,208	35,819,269	35,472,298	35,537,136	35,594,779
Earnings (loss) per share:											
Basic	$ 0.51	$ 0.10	$ 0.09	$ (0.01)	$ 0.05	$ 0.24	$ 0.03	$ 0.01	$ (0.03)	$ 0.03	$ 0.04
Diluted	$ 0.50	$ 0.10	$ 0.09	$ (0.01)	$ 0.05	$ 0.23	$ 0.03	$ 0.01	$ (0.03)	$ 0.03	$ 0.04
Non-GAAP earnings per share:											
Basic	$ 0.60	$ 0.15	$ 0.14	$ 0.11	$ 0.16	$ 0.56	$ 0.09	$ 0.09	$ 0.01	$ 0.10	$ 0.28
Diluted	$ 0.59	$ 0.15	$ 0.14	$ 0.11	$ 0.16	$ 0.56	$ 0.09	$ 0.09	$ 0.01	$ 0.10	$ 0.28

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Adjusted Free Cash Flow

(dollars in millions)	Annual 2019	Q1 2020	Q2 2020	Q3 2020	Q4 2020	Annual 2020	Q1 2021	Q2 2021	Q3 2021	Q4 2021	Annual 2021
Net Cash provided by operating activities	$ 10.2	$ 7.0	$ (4.9)	$ 7.0	$ (4.7)	$ 4.4	$ 9.9	$ (5.8)	$ 6.1	$ 3.1	$ 13.3
Add: earn-outs classified as operating	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 0.6	$ -	$ 0.6
Capital Expenditures	$ (5.6)	$ (1.0)	$ (1.0)	$ (0.9)	$ (1.0)	$ (3.9)	$ (0.5)	$ (0.5)	$ (0.7)	$ (0.9)	$ (2.6)
Adjusted Free Cash Flow	$ 4.6	$ 6.0	$ (5.9)	$ 6.1	$ (5.7)	$ 0.5	$ 9.4	$ (6.3)	$ 6.0	$ 2.2	$ 11.3
TTM Adjusted FCF	$ 4.6	$ 24.8	$ 17.2	$ 15.1	$ 0.5	$ 0.5	$ 3.9	$ 3.5	$ 3.4	$ 11.3	$ 11.3
TTM EBITDA	$ 33.0	$ 31.9	$ 34.1	$ 33.0	$ 32.8	$ 32.8	$ 31.8	$ 30.0	$ 26.2	$ 25.0	$ 25.0
TTM FCF / EBITDA conversion	13.9%	77.7%	50.4%	45.8%	1.5%	1.5%	12.3%	11.7%	13.0%	45.2%	45.2%

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