L.B. Foster Company Investor Presentation

Nasdaq - FSTR

March 2024

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: any future global health crises, and the related social, regulatory, and economic impacts and the response thereto by the Company, our employees, our customers, and national, state, or local governments; a continuation or worsening of the adverse economic conditions in the markets we serve, including recession, the continued volatility in the prices for oil and gas, governmental travel restrictions, project delays, and budget shortfalls, or otherwise; volatility in the global capital markets, including interest rate fluctuations, which could adversely affect our ability to access the capital markets on terms that are favorable to us; restrictions on our ability to draw on our credit agreement, including as a result of any future inability to comply with restrictive covenants contained therein; a decrease in freight or transit rail traffic; environmental matters, including any costs associated with any remediation and monitoring of such matters; the risk of doing business in international markets, including compliance with anti-corruption and bribery laws, foreign currency fluctuations and inflation, global shipping disruptions, and trade restrictions or embargoes; our ability to effectuate our strategy, including cost reduction initiatives, and our ability to effectively integrate acquired businesses or to divest businesses, such as the recent dispositions of the Track Components, Chemtec, and Ties businesses, and acquisitions of the Skratch Enterprises Ltd., Intelligent Video Ltd., 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, and reforms regarding the use of SOFR as a benchmark for establishing applicable interest rates; the Company's ability to manage its working capital requirements and indebtedness; domestic and international taxes, including estimates that may impact taxes; domestic and foreign government regulations, including tariffs; economic conditions and regulatory changes caused by the United Kingdom's exit from the European Union; geopolitical conditions, including the ongoing conflicts between Russia and Ukraine and Israel and Hamas; a lack of state or federal funding for new infrastructure projects; an increase in manufacturing or material costs; the loss of future revenues from current customers; and risks inherent in litigation and the outcome of litigation and product warranty claims.

All information in this presentation speaks only as of March 14, 2024 and any distribution of the presentation after that date is not intended and will not be construed as updating or confirming such information. L.B. Foster Company assumes no obligation to update or revise any forward-looking information, whether as a result of new information, future events, or otherwise, except as required by securities laws. The information in this presentation is unaudited, except where noted otherwise.

Non-GAAP Financial Measures

This investor presentation discloses the following non-GAAP measures:

- Earnings before interest, taxes, depreciation, and amortization ("EBITDA")
- Earnings before interest, taxes, depreciation, amortization, and certain charges ("Adjusted EBITDA")
- Net debt
- Gross Leverage Ratio per the Company's credit agreement
- Funding capacity
- Free cash flow
- Other certain metrics, as indicated, adjusted for non-routine items
- New orders
- Book-to-bill ratio
- Backlog
- Organic sales growth (decline)
- Net sales, excluding portfolio changes

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, 2023, the Company made adjustments to exclude expenses from the exit of the bridge grid deck product line, bad debt provision for customer filing for administrative protection, and restructuring costs. In the twelve months ended December 31, 2023, the Company made adjustments to exclude the loss on divestitures, expenses from the exit of the bridge grid deck product line, bad debt provision for customer filing for administrative protection, and restructuring costs. The Company believes the results adjusted to exclude the items listed above are useful to investors as these items are non-routine in nature. 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 as a percent of market capitalization which is useful to demonstrate free cash flow levels and growth relative to market capitalization. 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 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 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 defines book-to-bill ratio as new orders divided by revenue. The Company believes this is a useful metric to assess supply and demand, including order strength versus order fulfillment. Organic sales growth (decline) is a non-GAAP financial measure of sales growth (decline) excluding the effects of acquisitions and divestitures. 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 2022 versus 2023 results due to these transactions. Net sales, excluding portfolio changes is calculated to remove the impact of acquisitions and divestitures on total sales, which is useful to investors to understand the sales level in the Company's legacy business.

The Company has not reconciled the forward-looking adjusted EBITDA, adjusted EBITDA margin, free cash flow, and free cash flow yield 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, impairment expense, and changes in operating assets and liabilities. These underlying expenses and others that may arise during the year are potential adjustments to future earnings. The Company expects the variability of these items to have a potentially unpredictable, and a potentially significant, impact on our future GAAP financial results.

Non-GAAP financial measures are not a substitute for GAAP financial results and should only be considered in conjunction with the Company's financial information that is presented in accordance with GAAP. Quantitative reconciliations of EBITDA, adjusted EBITDA, net debt, funding capacity, and adjustments to segment results to exclude one-time adjustments made, and organic sales 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 as a result of our strategic transformation."

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 and offices; **~1,100** employees worldwide[2]
- Critical **infrastructure solutions provider** focused on growing innovative, **technology-based** offerings to address our customers' **most challenging operating and safety requirements**

2023 Guidance and Results	Low	High	Results
Revenue	$ 530	$ 540	$ 544
Adj. EBITDA[1]	$ 29	$ 31	$ 32

2024 Guidance	Low	High
Revenue	$ 525	$ 560
Adj. EBITDA[1]	$ 34	$ 39
Free cash flow[1]	$ 12	$ 18
Capex as a % of sales	2.0 %	2.5 %

December 31, 2023 Financial Data		
Stock Price	$	21.99
Shares Outstanding		11
Market Capitalization	$	236
Debt	$	55
Cash	$	3
Enterprise Value	$	289
TTM Revenue	$	544
TTM Adj. EBITDA[1]	$	32
EV / Revenue		0.5
EV / Adj. EBITDA[1]		9.1
Covenant Leverage		1.7x

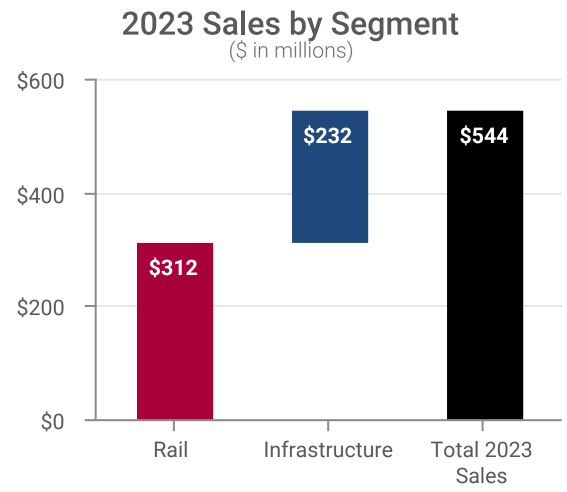
Data shown above in millions, except stock price and ratios.

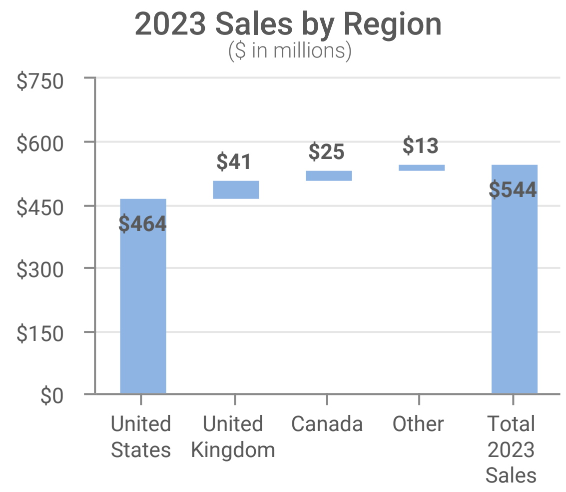
Business Segments

Realigned reporting structure through two segments effective Q4 2023

Rail, Technologies, and Services

Infrastructure Solutions*





**Includes previous Precast Concrete Products and Steel Products and Measurement (now Steel Products business unit) reporting segments*

1) *Refer to safe harbor disclaimer slide and related reconciliations within the appendix regarding non-GAAP measures.*
2) *Location and employee data as of December 31, 2023.*
Note figures may not foot due to rounding.

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 Imminent	Improving margin and profitability outlook with capital-light business model and demonstrated free cash flow generation
Disciplined Capital Allocation	Multiple value-creating capital allocation levers at disposal

Proud Legacy, Well-Positioned for Growth

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

1967
> Opened Bedford, PA bridge component fabrication facility.

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

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

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

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.

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.**

2021 - 2023
> Completed eight portfolio actions (4 acquisitions / 4 divestitures) transforming growth and profitability profile in line with strategic roadmap.

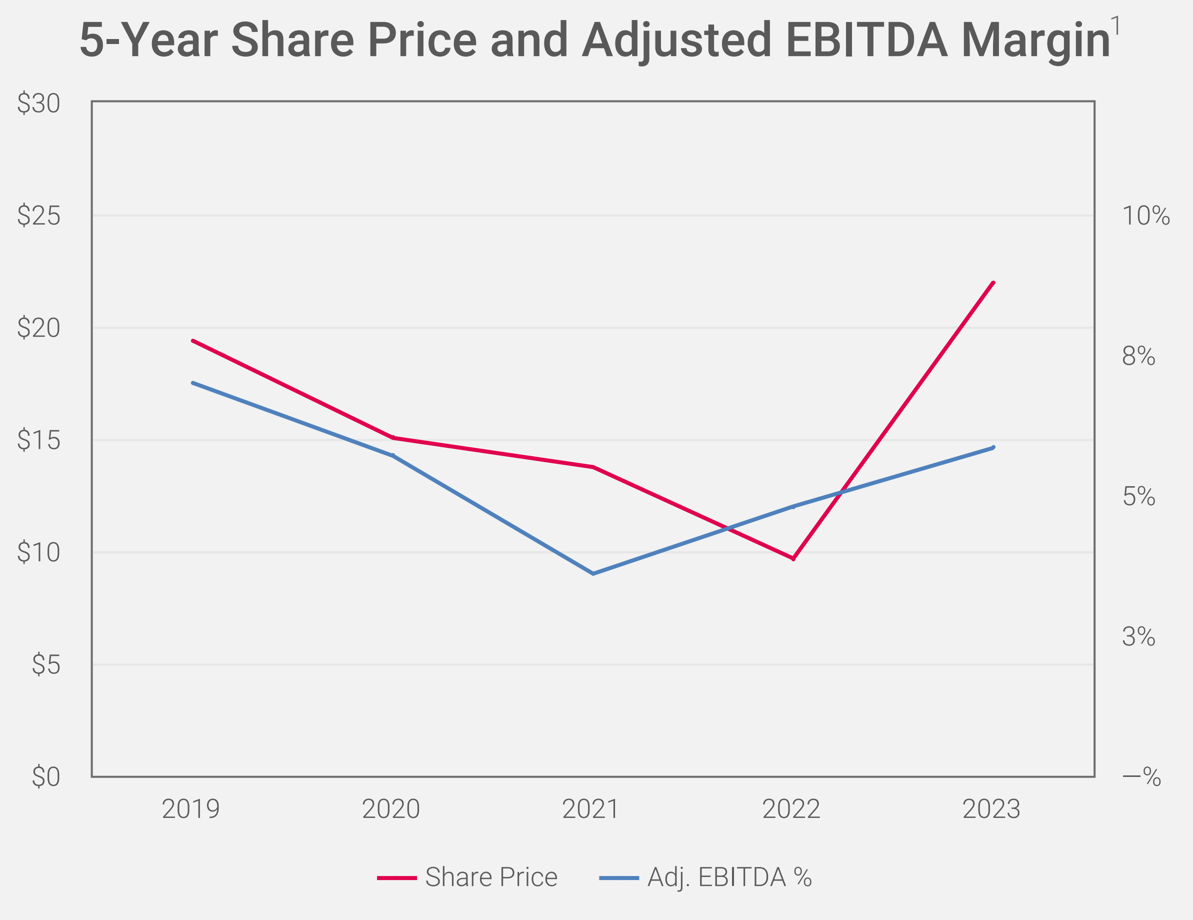
Case for Action

Deteriorating Profitability / Stock Price Performance

> Energy and related freight rail market downturn
> Union Pacific lawsuit overhang
> Covid pandemic disruption
> Extended energy market infrastructure depression
> Removal from Russell 2000 index in 2021
> Overly complex business portfolio difficult to manage

Actions Taken to Begin Restoring Value

> Appointment of new Chairman and Board refreshment
> New CEO / CFO appointed in 2021
> Launched refreshed strategy; business transformation aligned with shareholder value drivers: improved Economic Profit and ROIC
> **Established growth platforms: Rail Technologies and Precast Concrete**; high margin, high return re-investment platforms
> Active portfolio management: Four acquisitions / four divestitures completed in approximately two years
> Market cap (~$260M)...inclusion in Russell 2000 expected in 2024



Impact of strategic transformation starting to manifest in results

1) *Refer to safe harbor disclaimer slide and related reconciliations within the appendix regarding non-GAAP measures. Share price data based on closing values on December 31 of respective years.*

Strategic Transformation in Action

Divestitures and Exit

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 (not included in divestiture activity below)

Acquisitions

Higher Margin Profiles – Rail Technologies and Precast Concrete

2022 – Skratch and Intelligent Video (IV)

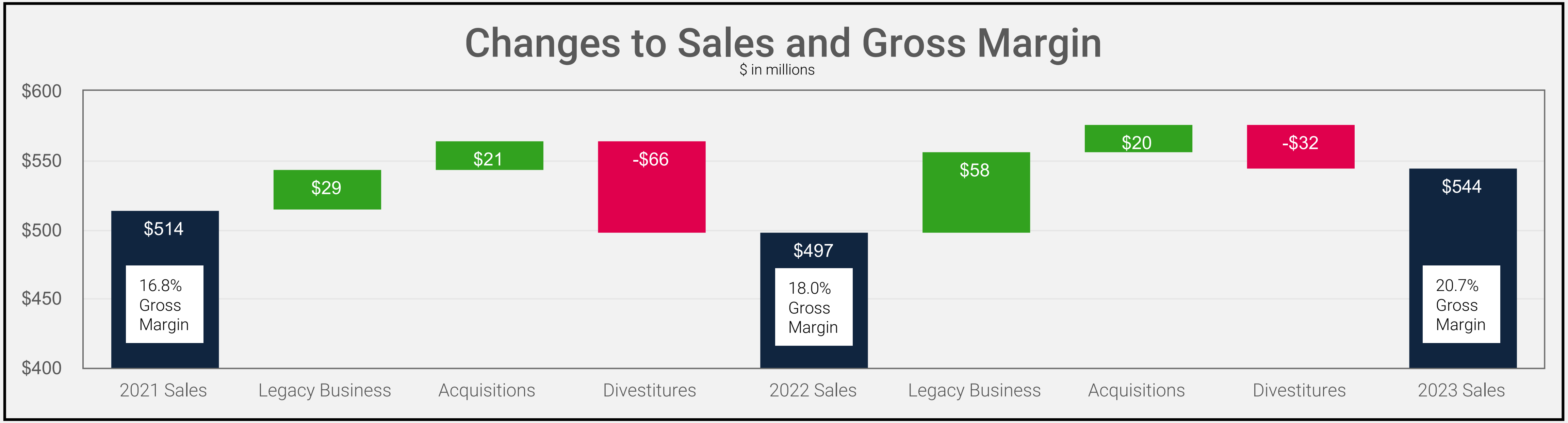
> U.K.-based digital display solutions company and safety solution company

2022 - VanHooseCo

> Precast company headquartered in Tennessee
> New technologies allow for margin expansion / application across existing portfolio
> ~$34M in sales (2023), with 2nd facility online 2H 2023 and ramping up in 2024

2023 - Cougar Mountain

> Tuck-in precast acquisition added to existing Boise operations



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

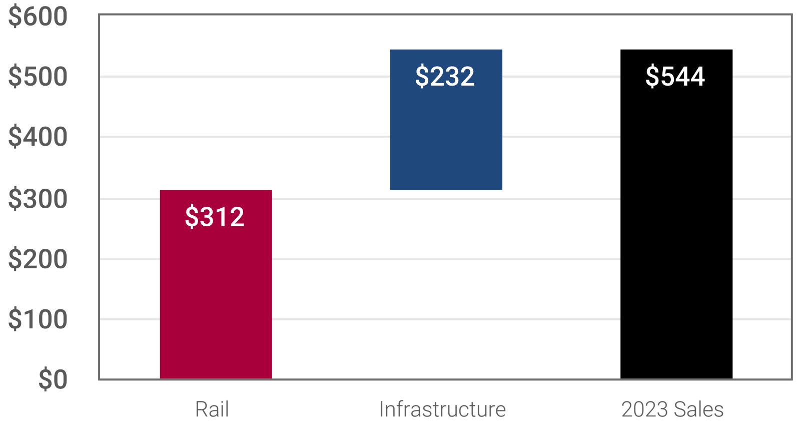
Business Segments

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

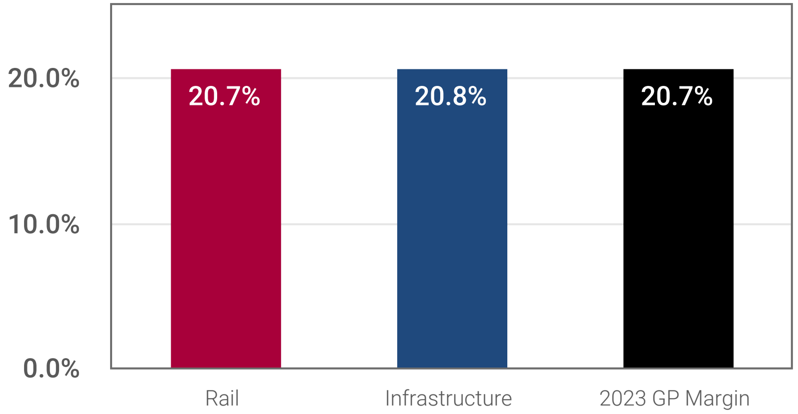
John Kasel
President and CEO

Business Segment Profile

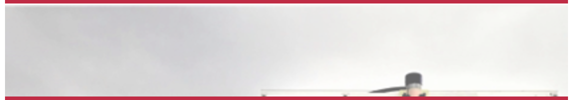
Full Year 2023 Sales by Segment
$ in millions



Full Year 2023 Gross Profit Margins



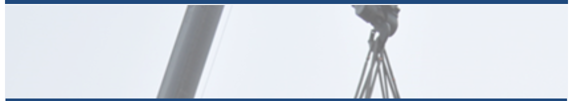
Rail, Technologies, and Services



Offering:
- Rail products / technology-based solutions improving safety / efficiency

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

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

Rail, Technologies, and Services - Overview

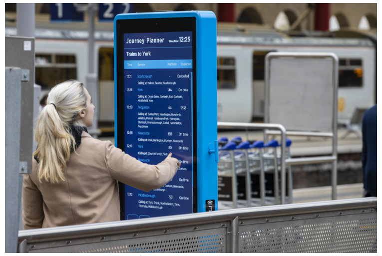
Offering supports the safety, reliability, and efficiency of global Rail markets

Rail Products

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

Global Friction Management

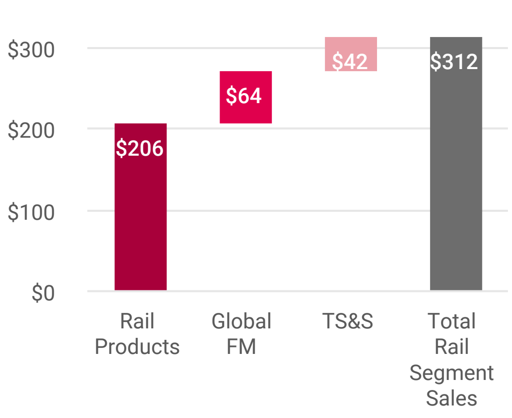
- Solutions and services to enhance rail safety and efficiency
- Growth platform with above-average margins



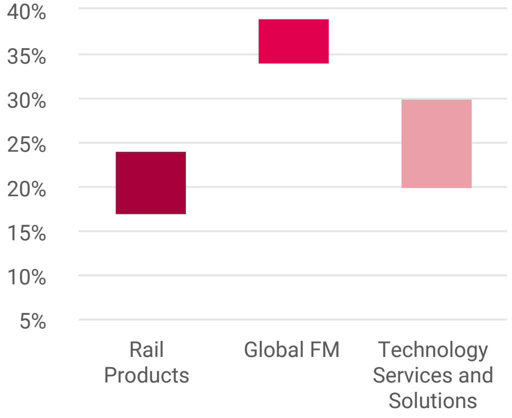
Technology Services and Solutions

- Total track monitoring offering for safety and efficiency
- Service and technology solution business for transportation and construction
- Growth platform with significant market headroom

2023 Rail Segment Sales



Business Gross Margin Profiles



Rail Segment M&A Activity

2010 – Acquire Portec

2015 – Acquire Tew Eng / Tew Plus

2022 – Acquire Skratch / IV; Divest Track Components

2023 – Divest Concrete Ties

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

Rail, Technologies, and Services - Advantages

Continuing focus on technology innovation driving improved margins

H.R.1674 Railway Safety Act Pending

$368M+
2022 Grants to Improve U.S. Rail Infrastructure

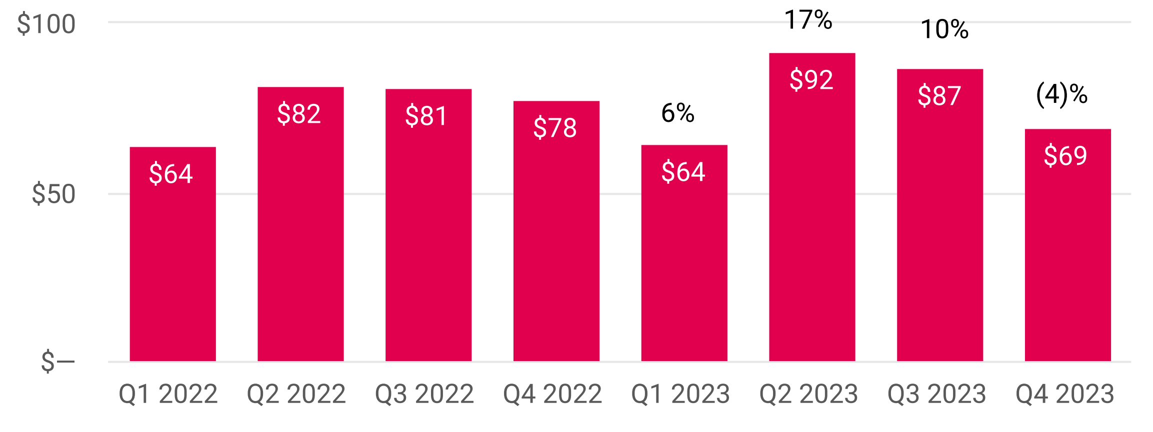
7.3%
2023 adj. sales growth[1]

Why Now?

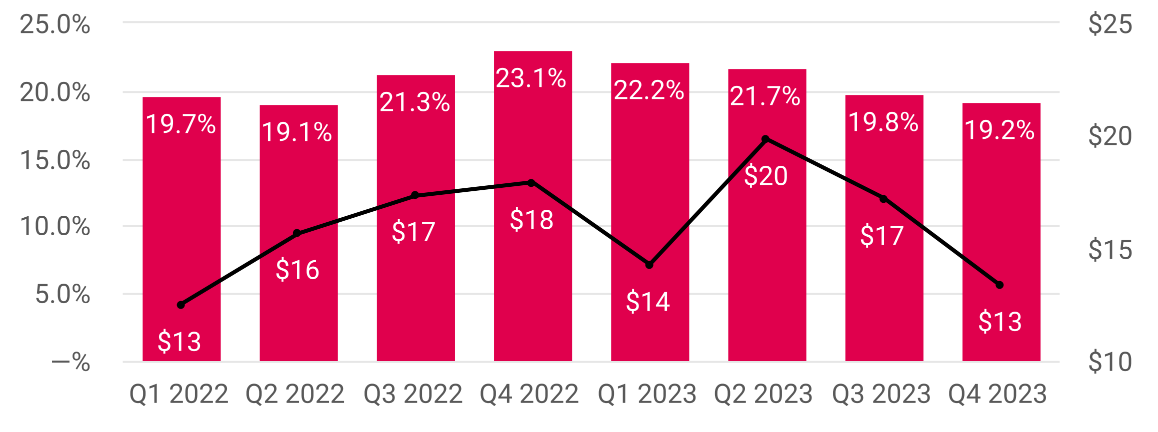
- > Market-leading positions in technology-oriented products
- > Infrastructure investment super cycle
- > Increased focus on safety-enabling products / services and increased demand for fuel-saving products / services
- > Helping customers to meet ESG and safety goals

2024	UP	12%	$72 B
2025	UP	11%	$80 B
2026	UP	6%	$85 B
2027	STA	2%	$87 B

Rail Segment Adjusted Sales and YoY Organic Growth[1]



Rail Segment Adjusted Gross Profit[1]



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

1) *Refer to safe harbor disclaimer slide and related reconciliations within the appendix regarding non-GAAP measures. Sales and gross profit adjusted for the non-routine impact of Crossrail settlement in Q3 2022.*

Rail Segment – Rail Products

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

> Largest component of segment today (66% 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

Statistics sourced from the American Society of Civil Engineers - America's Infrastructure Report Card 2021.

Rail Segment – Global Friction Management

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

> 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

Rail Segment – Technology Services and Solutions

Technology solutions and services to enhance safety, operational efficiency, and customer experience

Control and Display

Fixed and mobile displays for customer information and disruption management

Contract Services

Building and technology management for rail, airports, and construction

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
- Recently completed multi-year Crossrail project in U.K.; ~100M GBP in services revenue
- Actively bidding High-Speed 2 enabling projects...longer-term demand in key end market; 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

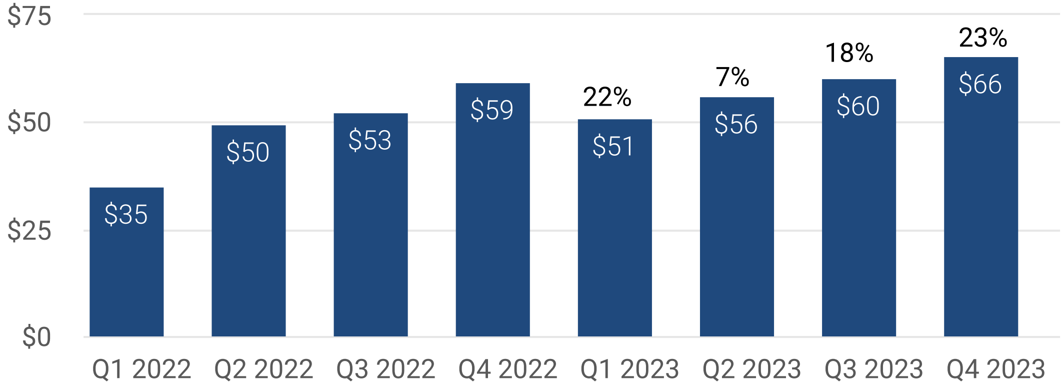
Precast Concrete Products

- 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

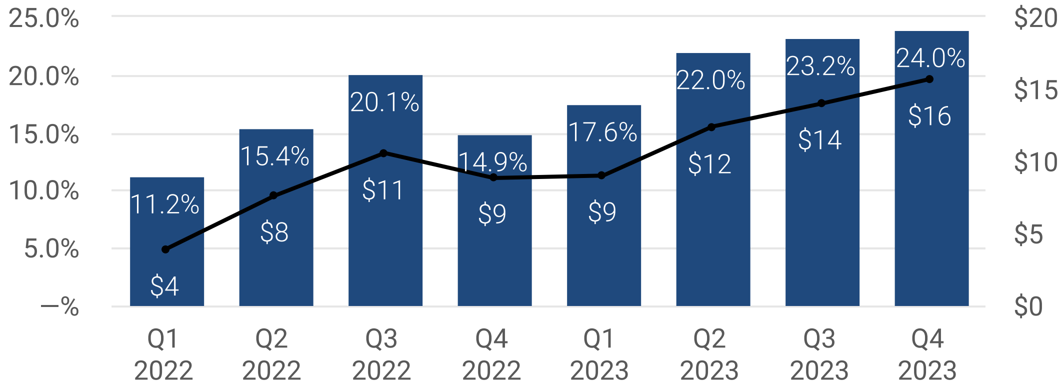
Steel Products

- 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 Segment Adj. Sales and YoY Organic Growth Rates[1]



Infrastructure Segment Adjusted Gross Profit[1]



Infrastructure Solutions M&A Activity

1999 – CXT acquisition, entrance into precast concrete space

2014 – Carr Concrete acquisition, expansion of offerings and geography

2022 – VanHooseCo acquisition, proprietary technology and expanded geography

2023 – Chemtec divestiture and bridge grid deck product line exit

1999 2014 2022 2023

$ 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, and acquisition-related inventory adjustments impacting gross profit in Q3 2022. Refer to safe harbor disclaimer slide and related reconciliations within the appendix regarding non-GAAP measures.*

Infrastructure Solutions - Advantages

- > Recognizable offering with compelling value proposition
- > 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

Steel Products - Steady Growth and Cash Generation
- > Generate cash to fund higher growth / higher-margin opportunities in precast market
- > Tailwinds from domestic infrastructure spending

Precast - VanHooseCo Lebanon Plant (Nashville Area)
- > Fully equipped and operational, revenue ramping in 2024
- > Expecting capacity, revenues and margins to be similar to base business over time

Precast - VanHooseCo Regional Market Expansion
- > Exploring opportunities to access growing areas of U.S. market with a capital efficient model
- > Focus on growing residential / commercial market

VanHooseCo Acquisition

- > Strategic acquisition at reasonable price well-positioned for growth
- > Opportunity to leverage technology / products across entire Precast business
- > Strong gross margins with focus on value-added products and best-practice commercial processes

VanHooseCo Key Financial Data	($ in millions)
Acquisition price	$51
2023 sales	~34
2023 adjusted EBITDA margin*	~11%
Annual maintenance capex	~1

Proprietary Licensed Technology from VanHooseCo Acquisition:
Significant opportunity to integrate across offering

Envirocast
- > Precast wall system allowing for faster builds, design flexibility, and insulation

Envirokeeper
- > Modular precast in-ground retention system,
- > Manufactured off-site to reduce overall project time

*Adjusted EBITDA before corporate allocations. Refer to safe harbor disclaimer slide and related reconciliations within the appendix regarding non-GAAP measures.

Precast Concrete Products Overview

Supports general infrastructure with expanding geographic reach and well-recognized brands

CXT Buildings

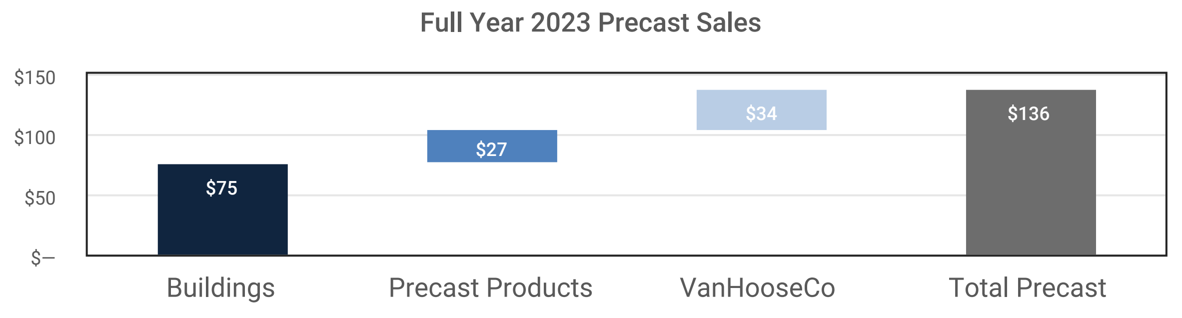
Concrete restroom, concession, multi-functional buildings

Precast Products

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

VanHooseCo

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)

> 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

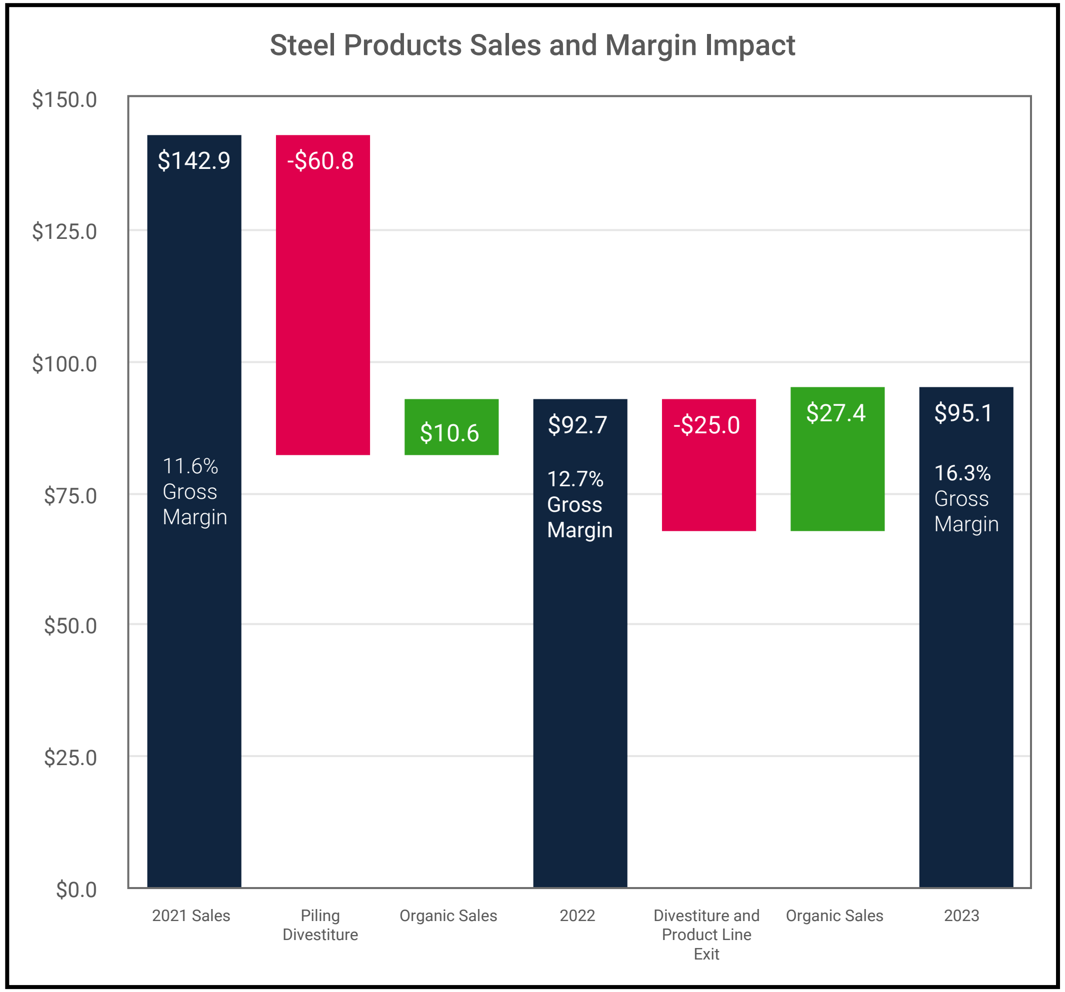
+16% U.S. non-residential construction project starts LTM January 2024 vs 2023

+40% U.S. infrastructure construction project starts LTM January 2024 vs 2023

Data sourced from KeyBanc Industry Update February 15, 2024.
$ in millions unless otherwise indicated. Figures may not foot due to rounding.

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

> Portfolio actions have significantly improved profitability outlook

> Organic growth driven by infrastructure investment super cycle and renewed pipeline investment activity

> Running to optimize cash generation to fund growth platform investments

~$6M 2023 annual sales of discontinued bridge grid deck product line

~$40B+ Amount allocated to bridge renewal projects via the 2021 Infrastructure Investment and Jobs Act

C Grade for American bridges by American Society of Civil engineers (2021)

Financial Review

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

Bill Thalman
Executive Vice President and CFO

Executive Summary – 2023 Highlights

Momentum by LBFoster

What we've accomplished…

Where we're going…

Net sales of $543.7M up 9.3% YoY

Gross margin of 20.7% up 270 bps YoY

$31.8M in adjusted EBITDA[1] up 31.4% YoY

Net income of $1.3M favorable $47.0M YoY

Net debt[1] down $36.3M in 2023; strong operating cash flow of $37.4M for the year

Gross Leverage Ratio[1] improved to 1.7x from 2.8x last year

Repurchased 134,208 shares of common stock for $2.3M, or 1.2% of outstanding shares

Divested Chemtec and Ties businesses and acquired Cougar Mountain Precast, LLC

Realigned management and reporting structure into two segments: Rail, Technologies, and Services and Infrastructure Solutions

2024 Guidance

Net Sales
$525M - $560M

Adjusted EBITDA[1]
$34M - $39M

Free Cash Flow[1]
$12M - $18M

Cap Ex % of Sales
2.0% - 2.5%

Final year of $8M Union Pacific payment

Strong, positive momentum established in 2023 expected to carry into 2024

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

Financial Highlights

	Year Ended		
Earnings power:	December 31, 2023	December 31, 2022	YoY Δ
Net sales, excluding portfolio changes[1]	$523.9	$465.5	12.5%
Gross profit margin	20.7%	18.0%	270 bps
Adjusted EBITDA margin[1]	5.8%	4.9%	90 bps
YoY increase in adjusted EBITDA[1]	$7.6	$5.5	$2.1
Free cash flow:			
Cash provided by (used in) operations	$37.4	$(10.6)	$48.0
Proceeds from sales and disposals of property, plant, and equipment	0.5	0.3	0.3
Capital expenditures	(4.9)	(7.6)	2.7
Free cash flow[1]	$33.0	$(17.9)	$50.7
TTM net debt / leverage			
Net debt[1]	$52.7	$89.0	$(36.3)
Gross Leverage Ratio[1]	1.7x	2.8x	(1.1)x

> Strong organic growth with margin expansion from profitability initiatives and portfolio work

> Recovery in free cash flow drivers with favorable inflection point imminent

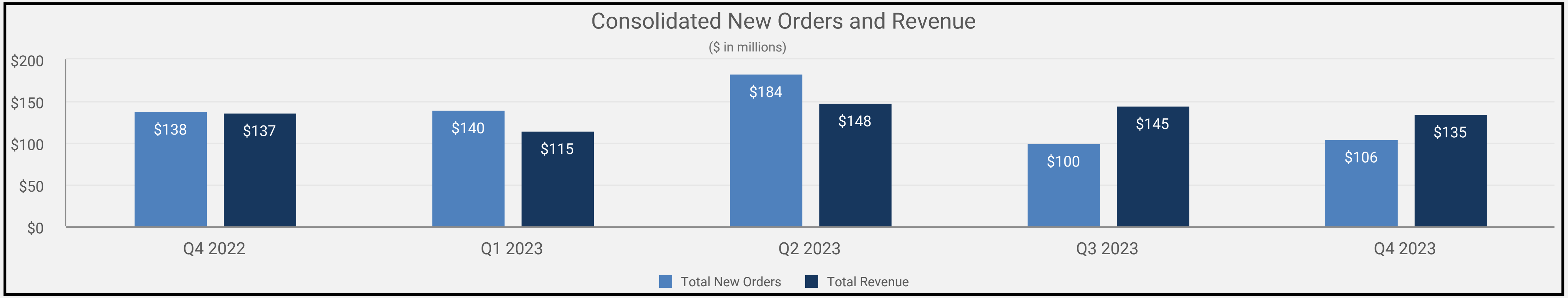
> Significant de-leveraging over TTM, with gross leverage below long-term target of ~2.0x

Measurable improvement in financial performance

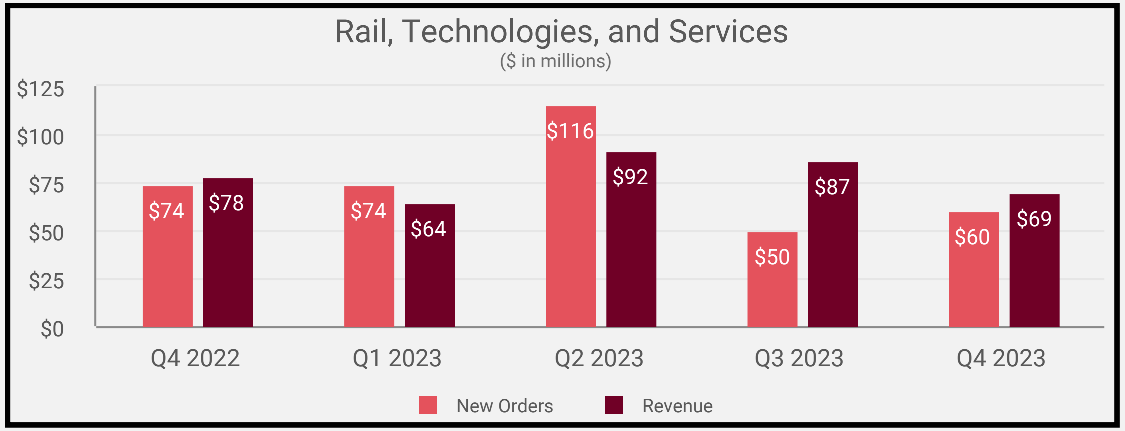
$ in millions unless otherwise indicated.

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

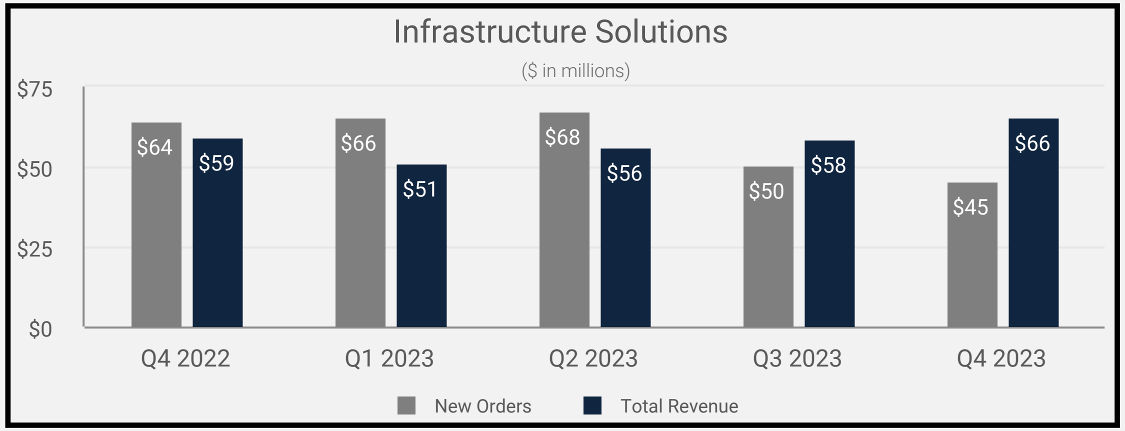
New Orders[1], Revenue and Book-to-Bill Ratios[1]



TTM Q4 2023 Book-to-Bill Ratio: 0.97:1.00



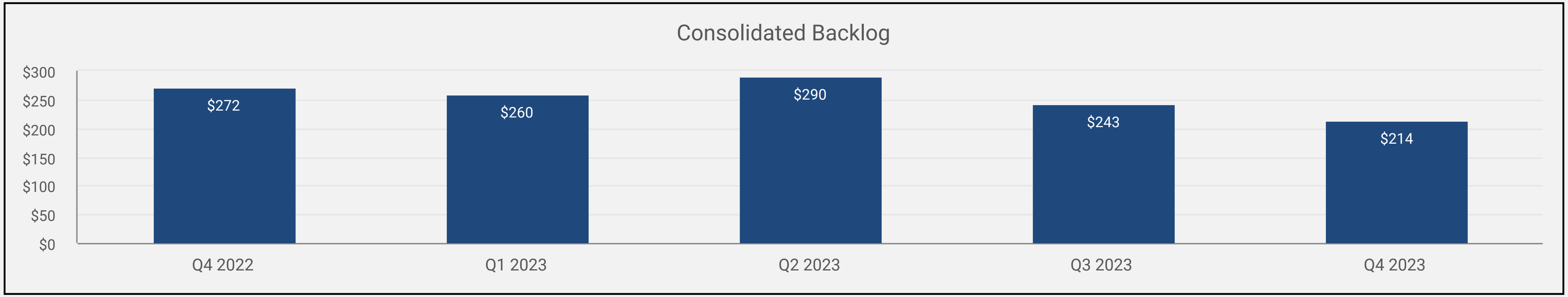
TTM Q4 2023 Book-to-Bill Ratio: 0.96:1.00

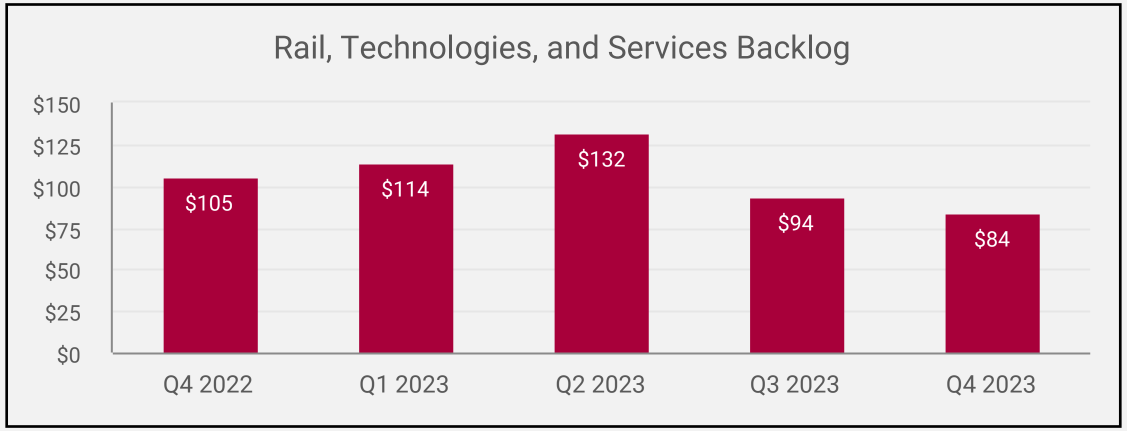


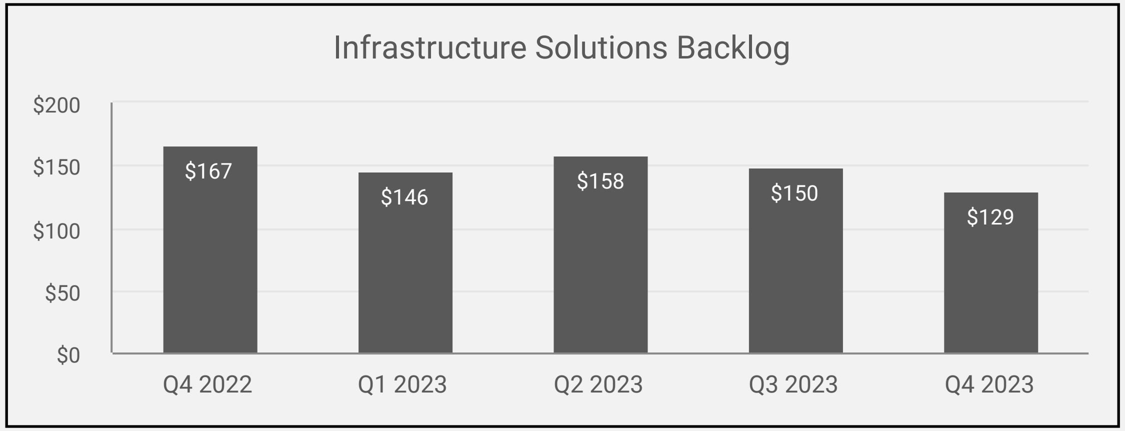
TTM Q4 2023 Book-to-Bill Ratio: 0.99:1.00

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

Backlog[1,2] Trends



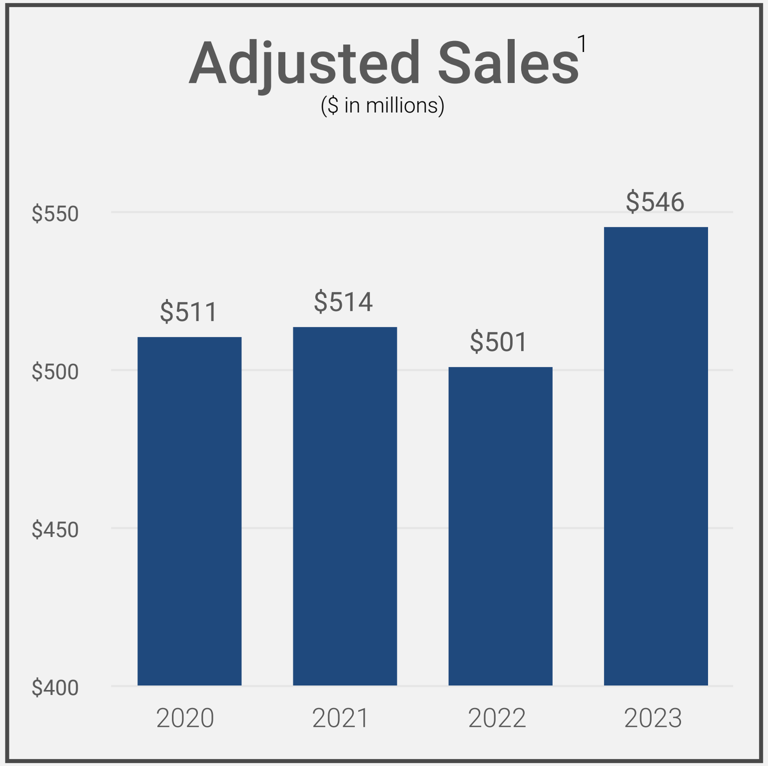


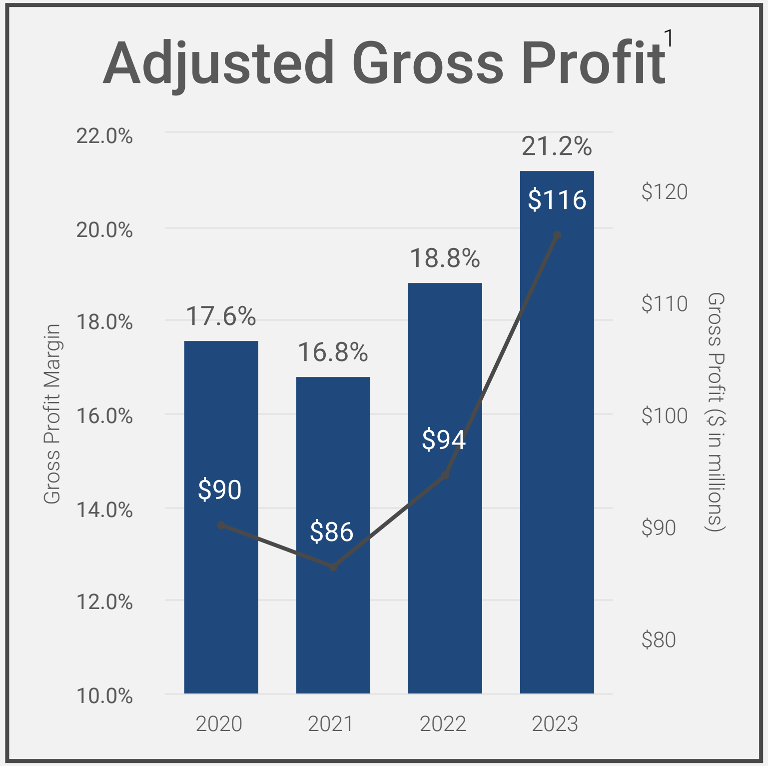


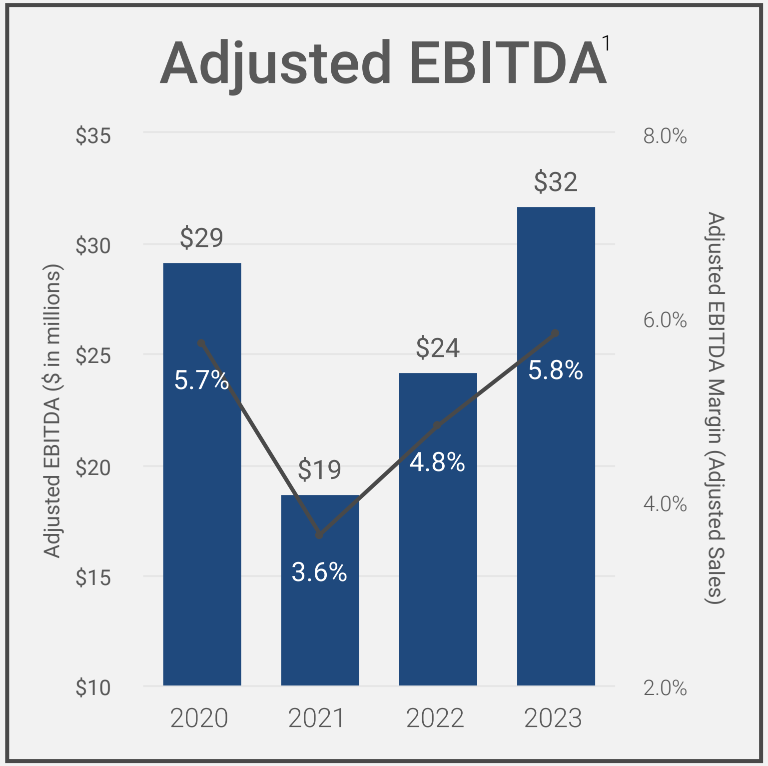
Backlog levels remain healthy...decline expected largely due to divestitures / order timing

1) Refer to safe harbor disclaimer slide and related reconciliations within the appendix regarding non-GAAP measures.
2) Q4 2023 backlog reflects a $31.3M decline from divestitures of Ties and Chemtec and the discontinued bridge grid deck product line.

Key Metrics: 2020 – 2023





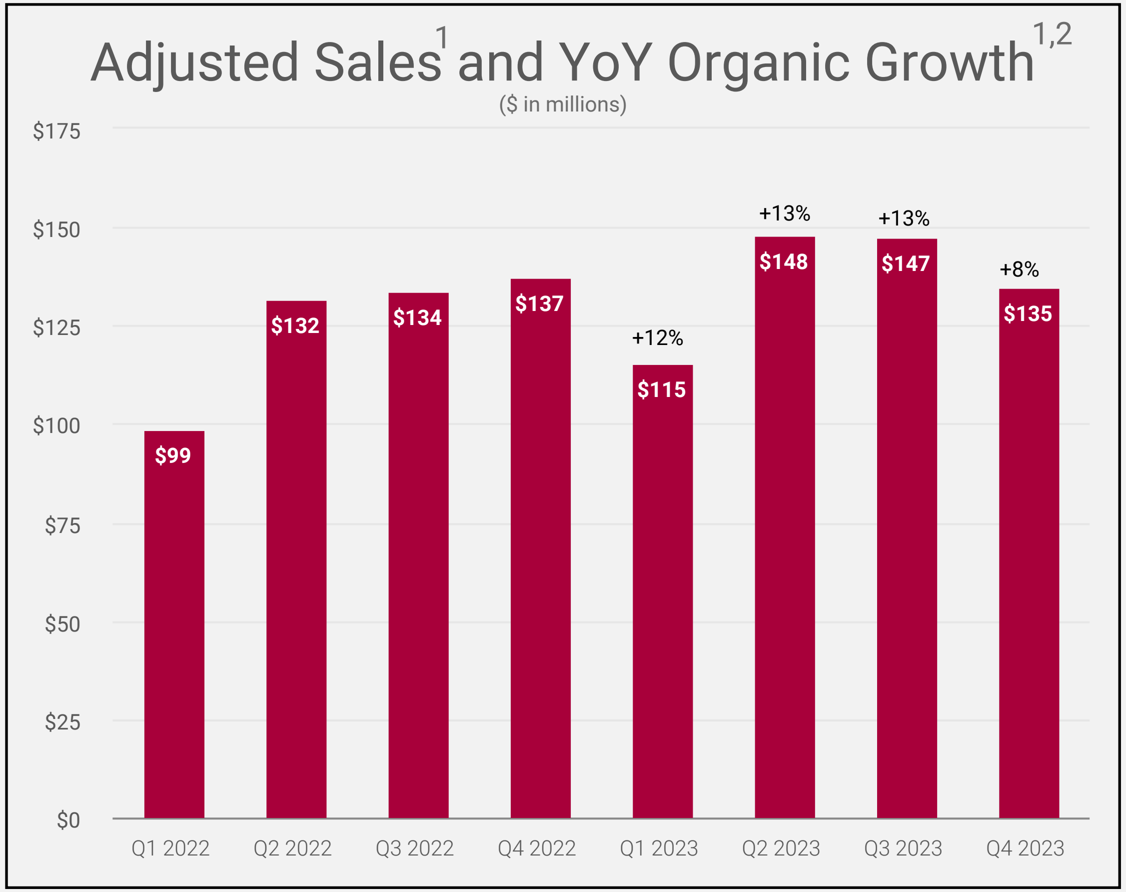


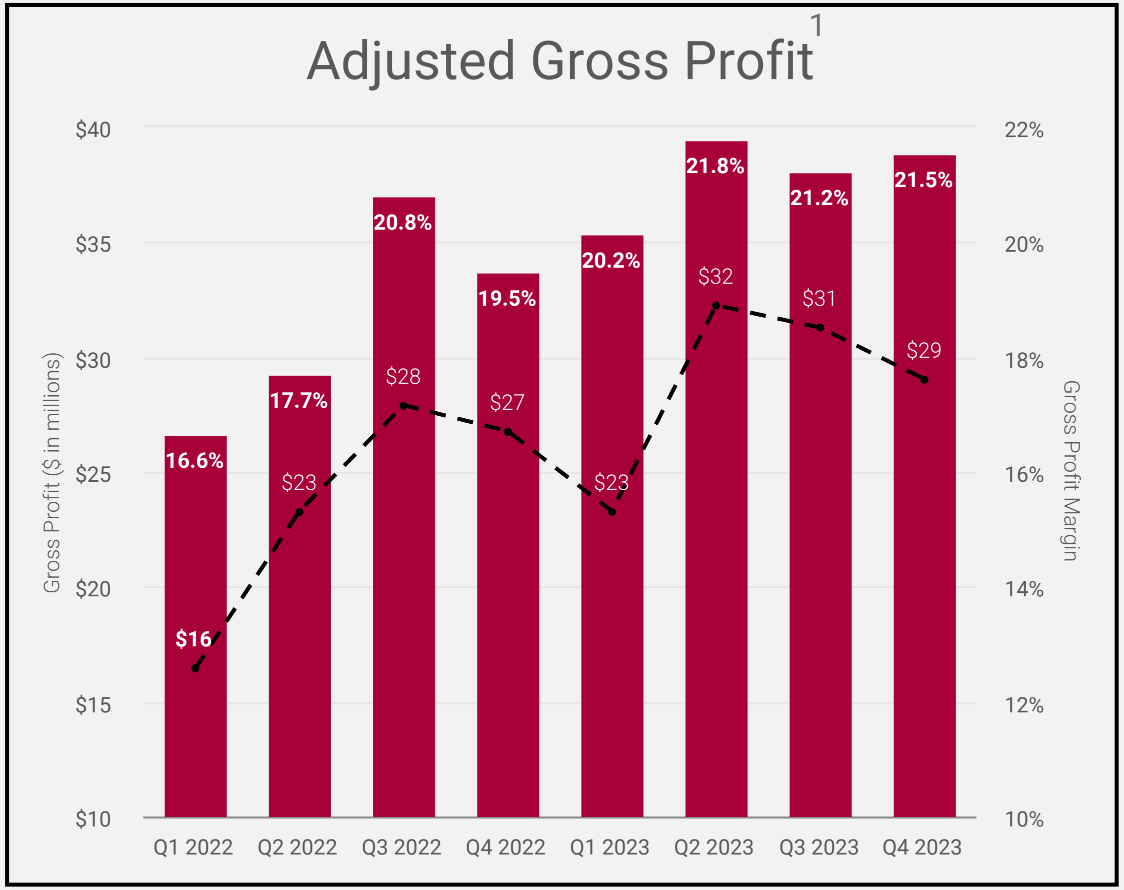
- Scalable core businesses servicing robust infrastructure markets with headroom for growth
- Sale of commodity businesses, accretive acquisitions and organic growth transforms portfolio margin profile

Structural improvement in business portfolio driving gross / EBITDA margin expansion

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

Sales and Gross Profit Trend – Trailing 4 Quarters





Margin expansion YoY due to improved business portfolio, organic growth and pricing initiatives

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

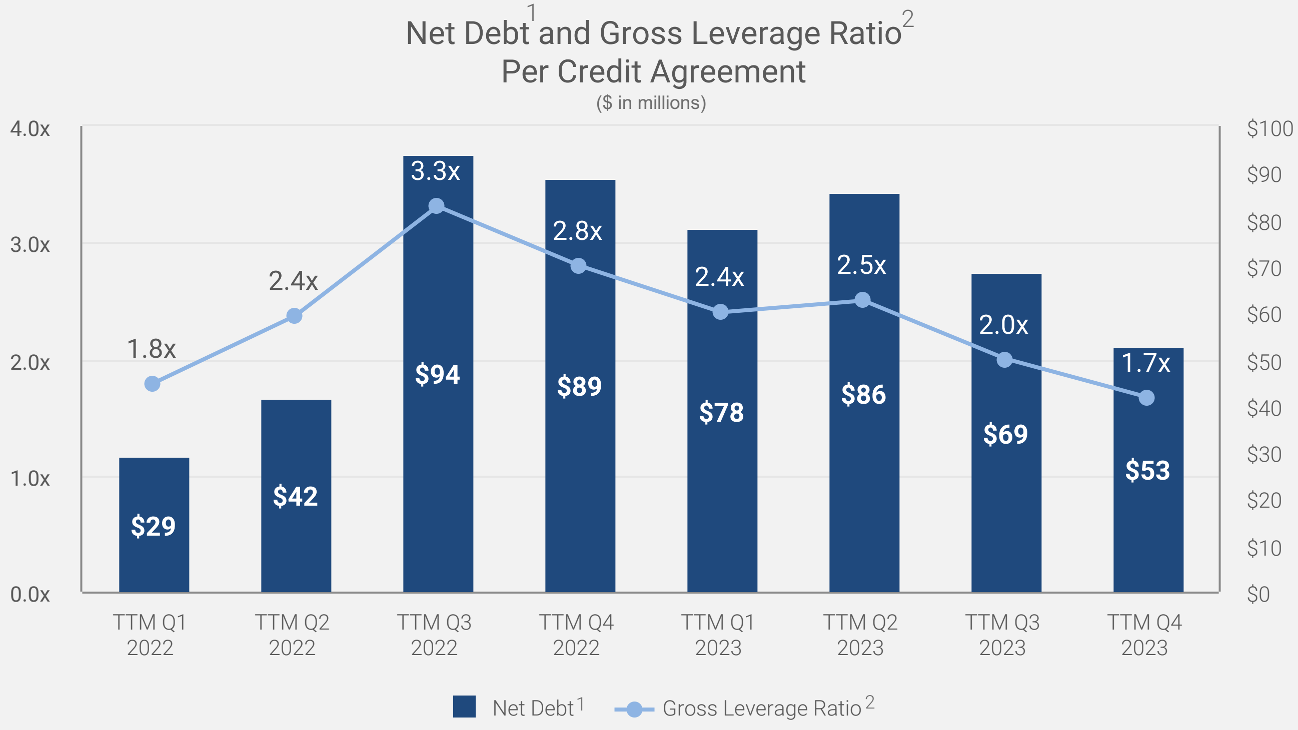
1) *Refer to safe harbor disclaimer slide and related reconciliations within the appendix regarding non-GAAP measures.*

2) *Year over year growth rate represents adjusted organic sales growth*

Cash Generation, Net Debt[1] and Leverage

Strong operating cash generated in 2023 funded deleveraging, growth cap ex and stock buybacks

- $22.1M in operating cash flow in Q4 2023 (strongest level achieved in four years) drove substantial decline in net debt[1] and improved Gross Leverage Ratio[2]
- Demonstrated results managing debt and leverage diligently over time
- Capital-light business model with significant free cash flow[1] drivers in place
- Last Union Pacific settlement payment in 2024 ($8M)
- ~$103M in federal NOLs should minimize taxes for the foreseeable future...expect mid-single digit ETR in 2024
- Opportunistic execution on $15M share buyback program aligned with capital allocation priorities; $2.3M repurchased through Dec 2023 (1.2% of o/s shares)



December 31, 2023
Key Metrics

1.7x	$74.7M	$37.4M	$4.9M
Gross Leverage Ratio[1]	Funding Capacity[1,3]	Full Year Operating Cash	Full Year Cap Ex

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

Free Cash Flow Inflection Imminent

2025 Goals $ in millions	Low	High
Adjusted EBTIDA	$48.0	$52.0
Maintenance Capex	8.0	6.0
Cash Interest	5.0	3.0
Working Capital Use	10.0	8.0
Free Cash Flow[1]	25.0	35.0
Free Cash Flow Adj. EBITDA Conversion	52%	67%
Free Cash Flow Yield[1,2]	~11%	~15%

- > Building blocks in place for free cash flow inflection in 2025
- > Improved business portfolio, revenue growth and margin expansion expected to drive strong free cash flow in coming years
- > Final Union Pacific settlement payment in 2024 ($8M per year)
- > Federal NOLs (~$103M) should minimize future cash taxes
- > Cap Ex slightly elevated in 2024 to fund organic growth...~1.5% - 2.0% of sales over the longer-term

Drivers in place to achieve significant, sustainable free cash flow in 2025

1) *Refer to safe harbor disclaimer slide and related reconciliations within the appendix regarding non-GAAP measures.*
2) *Calculated based on December 31, 2023 share price and shares outstanding.*

Capital Allocation Priorities

Relentless pursuit of shareholder returns

Capital Allocation

Debt Reduction

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

Share Repurchases

- Repurchased ~1.2% of outstanding shares since program inception; $12.7M authorization remaining through February 2026

Dividends

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

Investment for Growth

Growth Capital Expenditures

- Targeting 2.0% - 2.5% of sales in 2024 for organic growth initiatives with high returns, quick paybacks

Tuck In Acquisitions

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

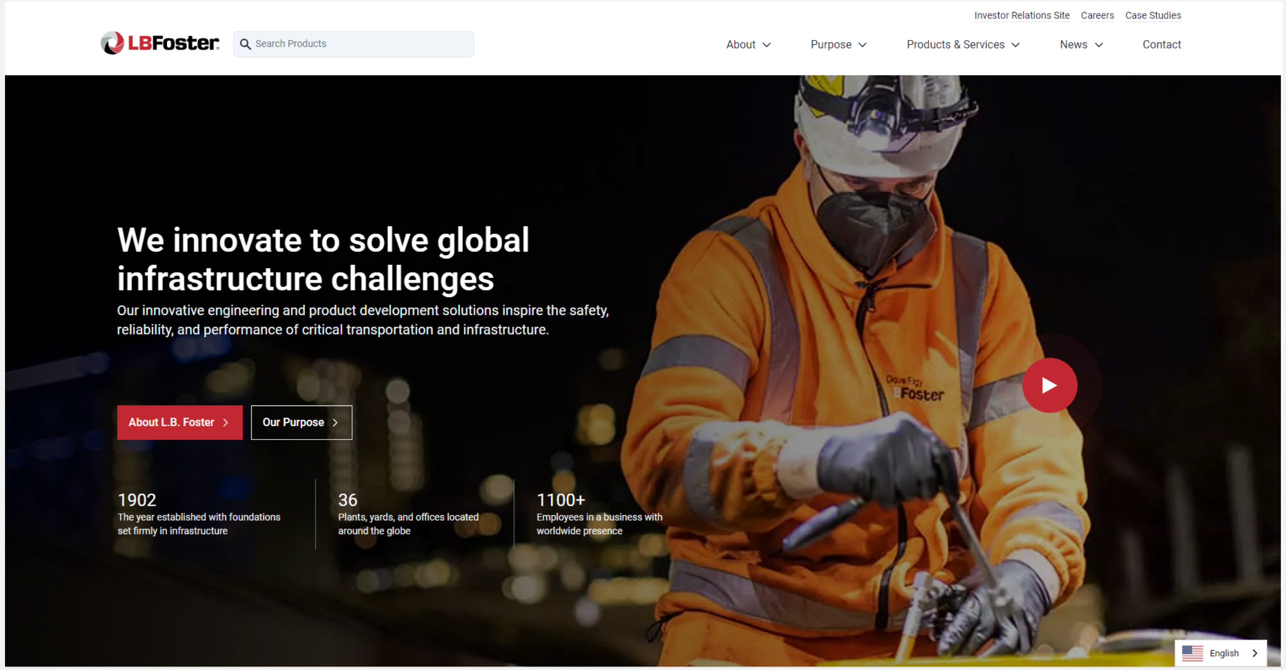
1) *Refer to safe harbor disclaimer slide and related reconciliations within the appendix regarding non-GAAP measures.*

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

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

Significant progress achieved in 2 years

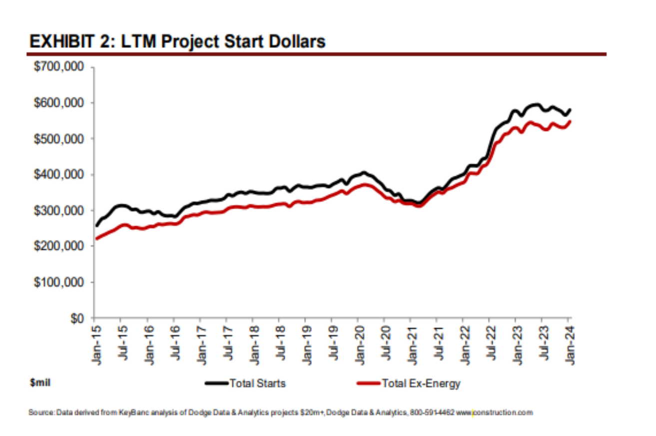
- Re-established enterprise strategy and execution playbook
- Refreshed Board expertise aligned with refreshed strategy
- Realigned management team and operating structure to execute
- Divested four commoditized, non-core businesses
- Acquired four technology-oriented businesses aligned with growth platforms
- Implemented margin recovery plans across portfolio in challenging market conditions
- Launched new brand identity, focusing on global railroad and North American infrastructure

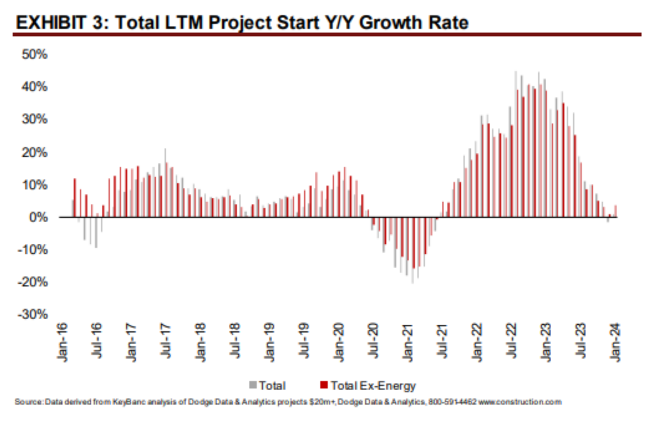
The impact of our work is evident in our improving results

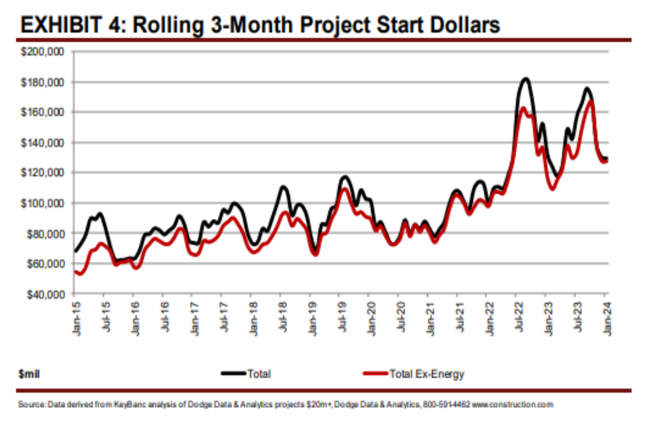
Well positioned for growth

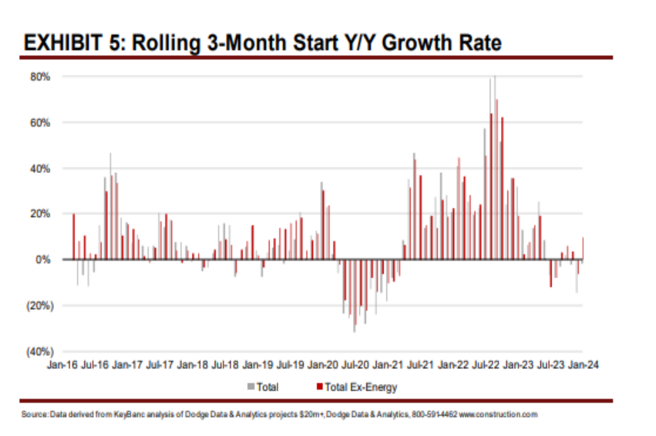
Momentum by LBFoster

- > **Strategic transformation continued in 2023**
- > **Growth drivers are in place**
  - > Government initiatives and funding
  - > Construction growth in Southern U.S.
  - > Focus on rail safety and maintenance
  - > High-speed rail project in U.K.
  - > Bridge / pipeline project investments
  - > Great American Outdoors Act (2020)
  - > Infrastructure Investment and Jobs Act (2021)
- > **Focused portfolio of core products and services in high demand for years to come**









Execution of our strategy has positioned us well to benefit from an infrastructure investment super cycle

Data sourced from KeyBanc Industry Update on Large US Construction starts - February 15, 2024.

Innovating to Solve Global Infrastructure Challenges

Relative Performance Chart: Russell 2000 vs FSTR
Source: Google
Performance range March 2023 - February 2024

Momentum
by LBFoster

Near Term Goals (2025)

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

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

Thank you!

L.B. Foster Company Investor Presentation

Nasdaq - FSTR

Appendix

Non-GAAP Measure: Adjusted EBITDA Margin

LBFoster

Twelve months ended:								
($ in millions)	December 31, 2016	December 31, 2017	December 31, 2018	December 31, 2019	December 31, 2020	December 31, 2021	December 31, 2022	December 31, 2023
Net (loss) income, as reported	$ (141.7)	$ 4.1	$ (31.2)	$ 42.6	$ 7.6	$ 3.5	$ (45.7)	$ 1.3
Interest expense - net	6.3	8.1	6.2	4.9	3.8	3.0	3.3	5.5
Income tax expense	(5.5)	3.9	4.5	(25.2)	(17.6)	1.1	36.7	(0.4)
Depreciation expense	13.9	12.8	11.5	11.1	9.8	8.1	8.6	9.9
Amortization expense	9.6	7.0	7.1	6.6	5.7	5.8	6.1	5.3
Total EBITDA	$ (117.4)	$ 36.0	$ (2.0)	$ 39.9	$ 9.3	$ 21.4	$ 9.1	$ 21.7
(Gain) loss on divestitures	—	—	—	—	—	(2.7)	—	3.1
Concrete tie settlement expense	—	—	43.4	—	—	—	—	—
Relocation and restructuring costs	—	—	—	3.5	21.8	—	—	—
Distribution from unconsolidated partnership	—	—		—	(1.9)	—	—	—
U.S. pension settlement expense	—	—	—	2.2	—	—	—	—
Impairment expense	135.9	—	—	—	—	—	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
Adjusted EBITDA	$ 18.5	$ 36.0	$ 41.4	$ 45.6	$ 29.2	$ 18.7	$ 24.2	$ 31.8

Adjusted net sales	$ 483.5	$ 536.4	$ 627.0	$ 655.1	$ 511.0	$ 513.6	$501.5	$545.7
Adjusted EBITDA Margin	5.3 %	7.3 %	6.6 %	7.0 %	5.7 %	3.6 %	4.8 %	5.8 %

Note figures may not foot due to rounding.

Non-GAAP Measure: Adjusted EBITDA

	Three Months Ended		Year Ended	
($ in millions)	December 31, 2023	December 31, 2022	December 31, 2023	December 31, 2022
Net income, as reported	$ (0.5)	$ (44.0)	$ 1.3	$ (45.7)
Interest expense - net	1.1	1.6	5.5	3.3
Income tax expense	(0.3)	36.5	(0.4)	36.7
Depreciation expense	2.5	2.6	9.9	8.6
Amortization expense	1.2	1.7	5.3	6.1
Total EBITDA	4.1	(1.6)	21.7	9.1
Loss (gain) on divestitures	—	—	3.1	—
Impairment expense	—	8.0	—	8.0
Acquisition and divestiture costs	—	0.4	—	2.2
Commercial contract settlement	—	—	—	4.0
Insurance proceeds	—	—	—	(0.8)
VanHooseCo inventory adjustment to fair value amortization	—	0.3	—	1.1
VanHooseCo contingent consideration	—	0.3	—	0.5
Bridge grid deck exit impact	0.3	—	4.5	—
Bad debt provision	1.0	—	1.9	—
Restructuring costs	0.7	—	0.7	—
Adjusted EBITDA	$ 6.1	$ 7.5	$ 31.8	$ 24.2

Note figures may not foot due to rounding.

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

Consolidated Adj. Results ($ in millions)	Three Months Ended September 30, 2023	Three Months Ended September 30, 2022	Twelve Months Ended December 31, 2023	Twelve Months Ended December 31, 2022
Net sales, as reported	$ 145.3	$ 130.0	$ 543.7	$ 497.5
Bridge grid deck exit impact	2.0	—	2.0	—
Crossrail settlement adjustment	—	4.0	—	4.0
Net sales, as adjusted	$ 147.3	$ 134.0	$ 545.7	$ 501.5
Gross profit, as reported	$ 28.2	$ 23.1	$ 112.8	$ 89.6
Bridge grid deck exit impact	3.1	—	3.1	—
Crossrail settlement adjustment	—	4.0	—	4.0
VanHooseCo inventory adjustment to fair value amortization	—	0.9	—	0.9
Gross profit, as adjusted	$ 31.3	$ 27.9	$ 115.9	$ 94.4
Gross profit margin, as reported	19.4 %	17.8 %	20.7 %	18.0 %
Gross profit margin, as adjusted	21.2 %	20.8 %	21.2 %	18.8 %

Note figures may not foot due to rounding.

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	$ 304.5
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%	20.9%

Note figures may not foot due to rounding.

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

	Three Months Ended	
($ in millions)	September 30, 2023	September 30, 2022
Infrastructure Solutions net sales, as reported	$ 58.5	$ 52.7
Bridge grid deck exit impact	2.0	—
Infrastructure Solutions net sales, as adjusted	$ 60.5	$ 52.7

Infrastructure Solutions gross profit, as reported	$ 11.0	$ 9.7
Bridge grid deck exit impact	3.1	—
VanHooseCo inventory adjustment to fair value amortization	—	0.9
Infrastructure Solutions gross profit, as adjusted	$ 14.0	$ 10.6

Infrasructure Solutions gross profit margin, as reported	18.8 %	18.5 %
Infrastructure Solutions gross profit margin, as adjusted	23.2 %	20.1 %

Note figures may not foot due to rounding.

Non-GAAP Measure: Net Debt[1]

($ in millions)	December 31, 2023	September 30, 2023	June 30, 2023	March 31, 2023	December 31, 2022	September 30, 2022	June 30, 2022	March 31, 2022
Total debt	$ 55.3	$ 71.7	$ 89.5	$ 80.1	$ 91.9	$ 98.9	$ 49.3	$ 35.6
Less: cash and cash equivalents	(2.6)	(3.0)	(3.9)	(2.6)	(2.9)	(4.9)	(7.7)	(6.2)
Total net debt	$ 52.7	$ 68.7	$ 85.6	$ 77.5	$ 89.0	$ 94.0	$ 41.6	$ 29.3

Note figures may not foot due to rounding.

Non-GAAP Measure: Funding Capacity & Free Cash Flow

($ in millions)	December 31, 2022	December 31, 2023
Net cash provided by operating activities	$ (10.6)	$ 37.4
Proceeds from sales and disposals of property, plant, and equipment	0.3	0.5
Less capital expenditures on property, plant, and equipment	(7.6)	(4.9)
Free cash flow	**$ (17.9)**	**$ 33.0**

($ in millions)	December 31, 2023
Cash and cash equivalents	$ 2.6
Total availability under the credit facility	130.0
Outstanding borrowings on revolving credit facility	(55.1)
Letters of credit outstanding	(2.8)
Net availability under the revolving credit facility[1]	$ 72.1
Total available funding capacity[1]	**$ 74.7**

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

Non-GAAP Measure: Organic Sales

Change in Consolidated Organic Sales	Year Ended	Percent Change
($ in millions)	December 31,	
2022 net sales, as reported	$ 497.5	
Decrease due to divestitures	(32.0)	(6.4)%
Increase due to acquisitions	19.8	4.0 %
Change due to organic sales	58.4	11.7 %
2023 net sales, as reported	$ 543.7	9.3 %

Change in Net Sales Excl. Portfolio changes	Year Ended
($ in millions)	December 31,
2023 net sales, as reported	$ 543.7
Increase due to acquisitions	(19.8)
2023 net sales, excl. portfolio changes	$ 523.9
2022 net sales, as reported	$ 497.5
Decrease due to divestitures	(32.0)
2022 net sales, excl. portfolio changes	$ 465.5

Change in net sales excl. portfolio changes	$ 58.4
Percent change in net sales excl. portfolio changes	12.5 %

Note figures may not foot due to rounding.

Non-GAAP Measure: Adjusted Organic Sales

Change in Consolidated Adjusted Organic Sales	Three Months Ended	Percent Change	Three Months Ended	Percent Change
($ in millions)	March 31,		June 30,	
2022 net sales, as adjusted[1]	$ 98.8		$ 131.5	
Decrease due to divestitures	(3.9)	(3.9)%	(8.9)	(6.8)%
Increase due to acquisitions	9.1	9.3 %	7.9	6.0 %
Change due to organic sales	10.5	11.5 %	17.6	13.3 %
2023 net sales, as adjusted[1]	$ 115.5	16.9 %	$ 148.0	12.6 %

Change in Consolidated Adjusted Organic Sales	Three Months Ended	Percent Change	Three Months Ended	Percent Change
($ in millions)	September 30,		December 31,	
2022 net sales, as adjusted[1]	$ 134.0		$ 137.2	
Decrease due to divestitures	(6.3)	(4.9)%	(12.9)	(9.4)%
Increase due to acquisitions	2.8	2.2 %	—	— %
Change due to organic sales	16.9	13.2 %	10.6	7.7 %
2023 net sales, as adjusted[1]	$ 147.3	11.4 %	$ 134.9	(1.7)%

Note figures may not foot due to rounding.

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

Non-GAAP Measure: Adjusted Rail Organic Sales

Change in Rail, Technology, and Services Adjusted Organic Sales	Three Months Ended		Percent Change	Three Months Ended		Percent Change
($ in millions)	March 31,			June 30,		
2022 net sales, as adjusted[1]	$	63.7		$	81.8	
Decrease due to divestitures		(3.9)	(6.1)%		(4.7)	(5.8)%
Increase due to acquisitions		0.8	1.3 %		0.7	0.8 %
Change due to organic sales		3.7	5.8 %		13.9	17.0 %
2023 net sales, as adjusted[1]	$	64.4	1.1 %	$	91.6	12.0 %

Change in Rail, Technology, and Services Adjusted Organic Sales	Three Months Ended		Percent Change	Three Months Ended		Percent Change
($ in millions)	September 30,			December 31,		
2022 net sales, as adjusted[1]	$	81.3		$	77.7	
Decrease due to divestitures		(2.0)	(2.6)%		(5.3)	(6.9)%
Change due to organic sales		7.6	9.6 %		(3.1)	(4.0)%
2023 net sales, as adjusted[1]	$	86.9	7.0 %	$	69.3	(10.9)%

Note figures may not foot due to rounding.

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

Non-GAAP Measure: Adjusted Rail Organic Sales

Change in Rail, Technology, and Services Adjusted Organic Sales	Twelve Months Ended	Percent Change
($ in millions)	December 31,	
2022 net sales, as adjusted[1]	$ 304.5	
Decrease due to divestitures	(16.0)	(5.2)%
Increase due to acquisitions	1.5	0.5 %
Change due to organic sales	22.1	7.3 %
2023 net sales, as adjusted[1]	$ 312.2	2.5 %

Note figures may not foot due to rounding.

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

Non-GAAP Measure: Adj. Infrastructure Organic Sales

Change in Infrastructure Solutions Adjusted Organic Sales	Three Months Ended	Percent Change	Three Months Ended	Percent Change
($ in millions)	March 31,		June 30,	
2022 net sales, as adjusted[1]	$ 35.1		$ 49.7	
Decrease due to divestitures	—	— %	(4.2)	(8.4)%
Increase due to acquisitions	8.3	23.7 %	7.2	14.5 %
Change due to organic sales	7.7	21.9 %	3.6	7.3 %
2023 net sales, as adjusted[1]	$ 51.1	45.7 %	$ 56.4	13.5 %

Change in Infrastructure Solutions Adjusted Organic Sales	Three Months Ended	Percent Change	Three Months Ended	Percent Change
($ in millions)	September 30,		December 31,	
2022 net sales, as adjusted[1]	$ 52.7		$ 59.4	
Decrease due to divestitures	(4.3)	(8.1)%	(7.6)	(12.7)%
Increase due to acquisitions	2.8	5.3 %	—	— %
Change due to organic sales	9.3	17.6 %	13.7	23.1 %
2023 net sales, as adjusted[1]	$ 60.5	14.8 %	$ 65.6	10.3 %

Note figures may not foot due to rounding.

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