



Q4 and Fiscal 2019 Earnings Call

March 4th, 2020



Forward Looking Statement and Non-GAAP Information

Any statements contained in this presentation other than statements of historical fact, including statements about management's beliefs and expectations, are forward-looking statements and should be evaluated as such. These statements are made on the basis of management's views and assumptions regarding future events and business performance. Words such as "estimate," "believe," "forecast," "anticipate," "expect," "intend," "plan," "target," "project," "should," "may," "will" and similar expressions are intended to identify forward-looking statements. Forward-looking statements (including oral representations) involve risks and uncertainties that may cause actual results to differ materially from any future results, performance or achievements expressed or implied by such statements. These risks and uncertainties include, but are not limited to: our ability to successfully realize the expected benefits of our restructuring program; liabilities arising from faulty services or products that could result in significant professional or product liability, warranty, or other claims; our ability to successfully integrate acquired businesses and realize the synergies from acquisitions, as well as a number of factors related to our business including 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 contract revenue; fluctuations in operating results from period to period due to cyclical or seasonality of the business; 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; 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; the substantial amount of debt incurred in connection with our acquisitions 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; and the effect of competition in the energy, environmental and fluid handling and filtration industries. These and other risks and uncertainties are discussed in more detail in CECO's filings with the Securities and Exchange Commission, including our reports on Form 10-K and Form 10-Q. 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. All forward-looking statements attributable to CECO or persons acting on behalf of CECO are expressly qualified in their entirety by the cautionary statements and risk factors contained in this presentation and CECO's respective filings with the Securities and Exchange Commission. 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, CECO undertakes 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.

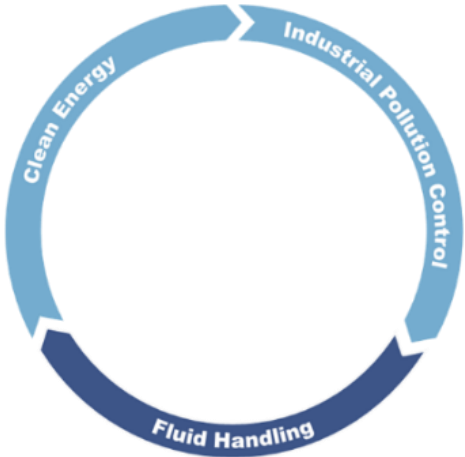
Relentless execution of 4-3-3 operating strategy creates path to 2021 targets

4 Value Creation Enablers



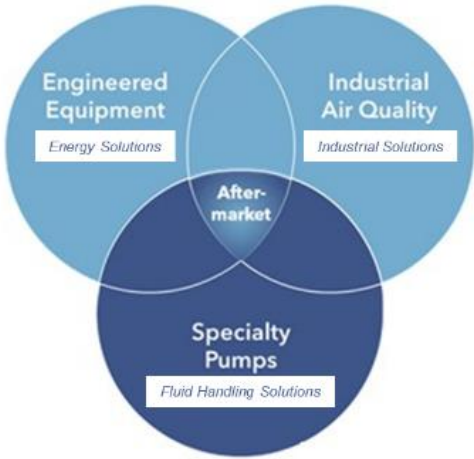
Nimble & Responsive Organization

3 Compelling End Markets



Low Carbon Economy Tightening Emissions

3 Core Growth Platforms



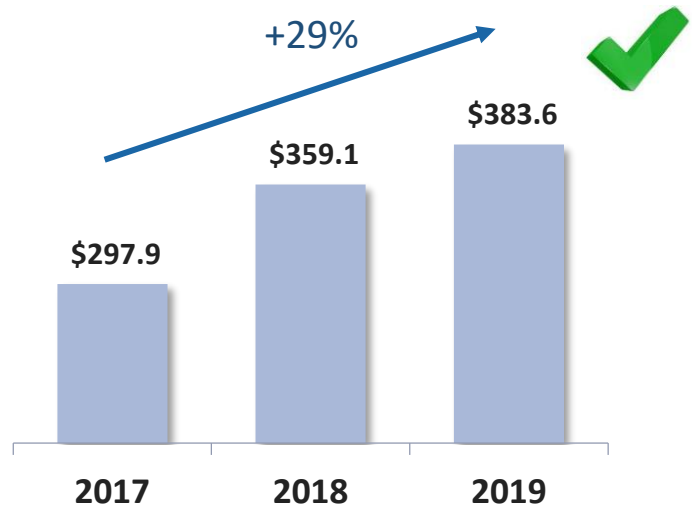
Solutions Oriented Application Development

Successful blueprint for building the CECO Growth Engine

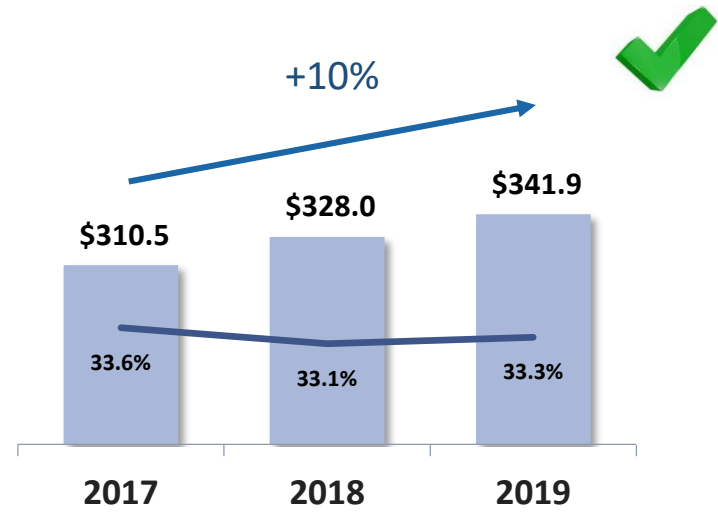
Delivered on 4-3-3 strategy launched in '17 with solid execution and investment

(\$MM)

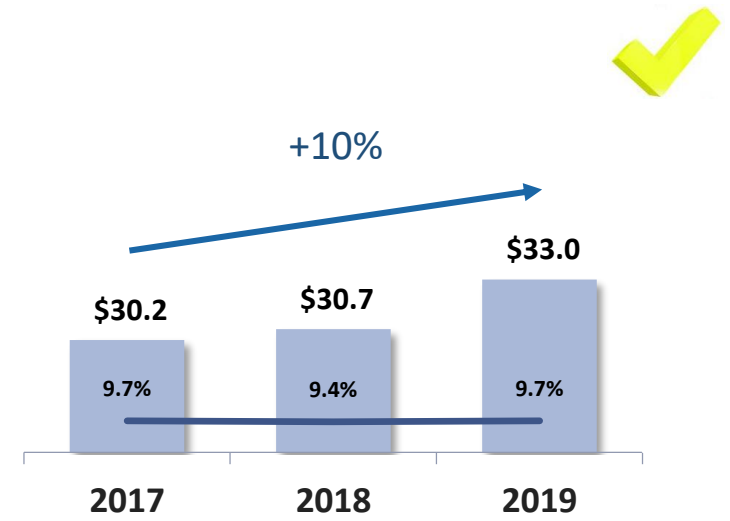
Strong Organic Growth Engine ^(a)



Increasing Revenue with healthy GM%



Improving EBITDA with substantial re-investment



Strong progress towards our long term financial targets



(a) Orders
 (b) All metrics on organic basis, excluding divestitures

Significant progress made in 2019 with strong 2nd half performance

Q4'19 Highlights

- **\$89 Revenue +5% sequentially and (5)% Y/Y** -a)
- **33.6% GM was +2pts Y/Y on project execution**
- **11.3% EBITDA was +1.3pts Y/Y on Op Leverage** -c)
- **Generated \$9 of FCF on Project WIP execution**
- **\$68 Orders ↓(7)% Y/Y as Energy orders slowed** -a)

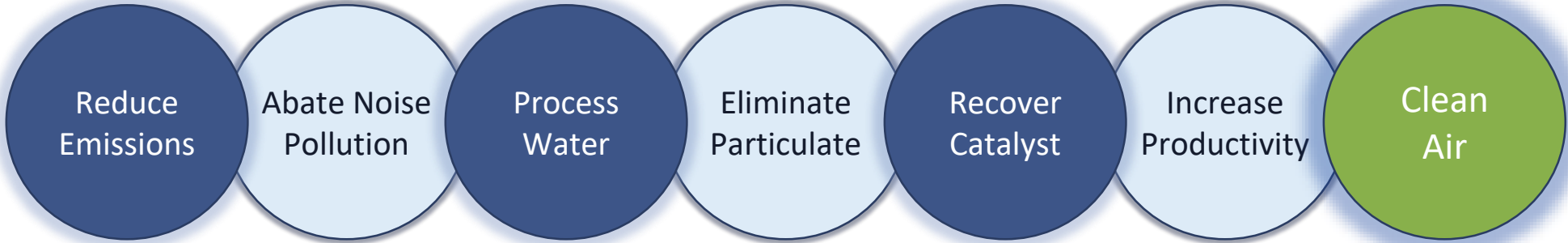
2019 Highlights

- **Grew Backlog +\$35 with Organic Orders +7%** -a)
- **\$342 Revenue up +4% driven by Industrials segment**
- **\$33 EBITDA up +7% Y/Y includes ongoing investments**
- **Capital Structure: ↑ Flexibility/Capacity ↓ Cost/Leverage**
- **\$5 FCF in '19 below capability but strong 2H at +\$17** -a)

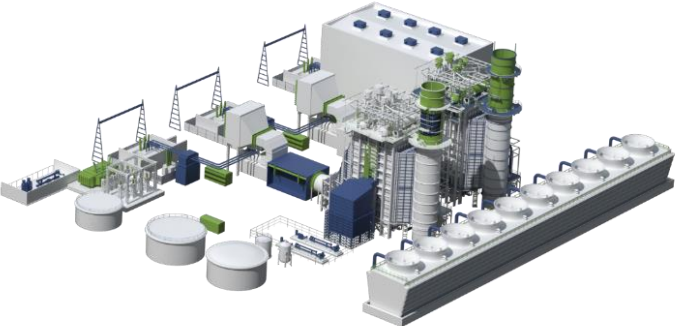


-a) Organic excludes Divestitures in prior periods
-b) Unless otherwise noted, financials on a Reported Basis
-c) Refers to Adjusted EBITDA

Responding to a low carbon economy with solutions for a cleaner, safer world

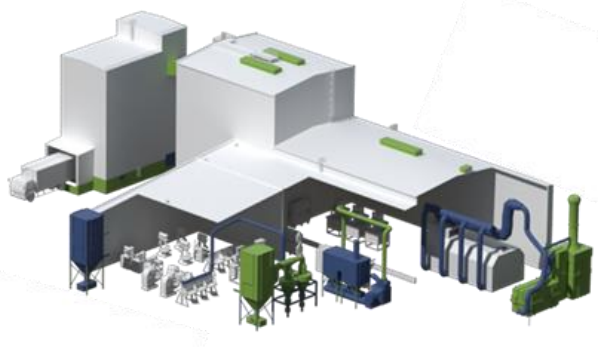


CECO Solutions:



Energy

- De-NOx
- Silencers
- Dampers
- Expansion Joints
- Separators
- FCC Cyclones
- Gas Turbine Exhaust Systems



Industrial

- Dust Collectors
- Cyclones
- Thermal Oxidizers
- Scrubbers
- VOC Concentrators
- Ventilation Systems



Fluid Handling

- High-Temperature Pumps
- Fiberglass Pumps
- Filtration Systems

CECO innovative solution generates value for ethylene cracker in Asia

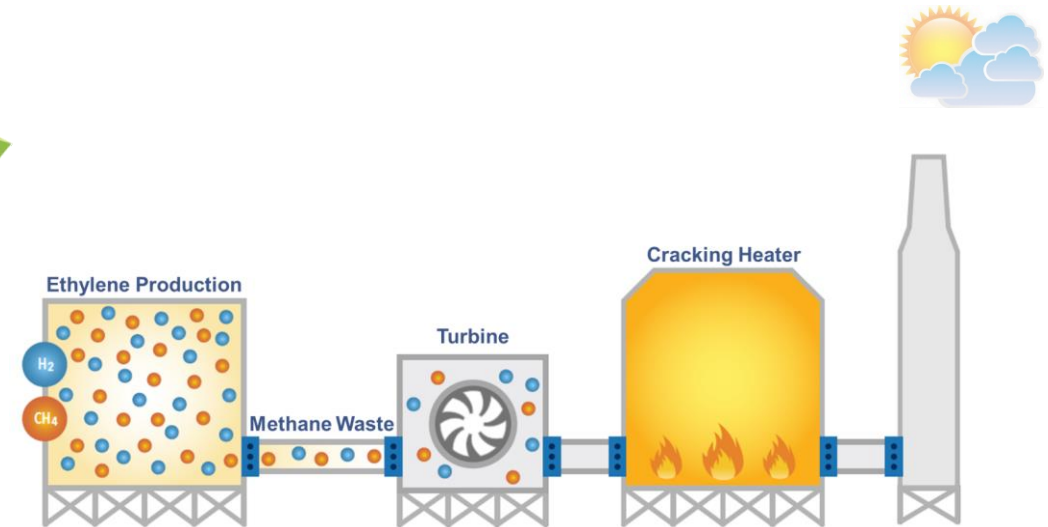
Product: Ducting, dampers and turbine exhaust system

Solution: Convert process-gas (CH₄ & H₂) emitted to drive a gas turbine

“What it Looks Like”



“How it Works”



Single sourced solution



~8,760 tons of Methane p.a. creating 44MW of power



CECO innovative solutions generate value for semiconductor manufacturer

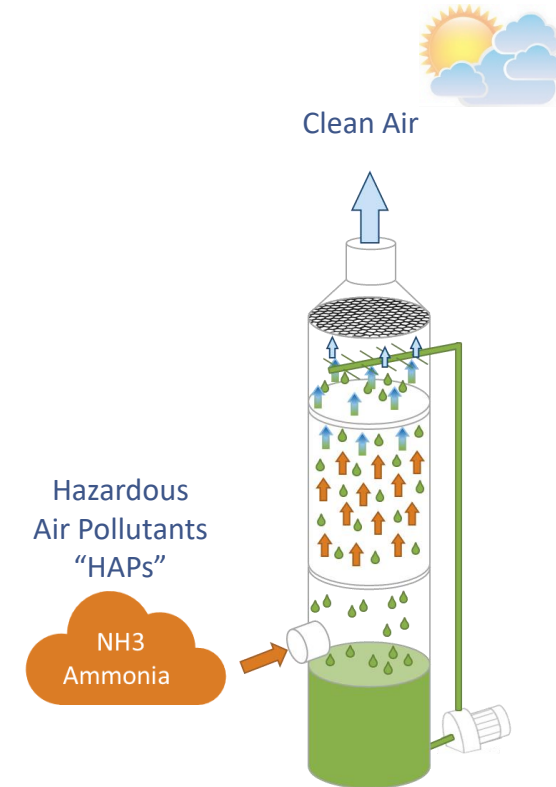
Product: Scrubber

Solution: Destroys Hazardous Air Particles (“HAPs”) before emissions

“What it Looks Like”



“How it Works”



Single sourced solution



~210 tons of HAP's p.a.



Fewer Energy project awards impeded uptrend; Pipeline remains robust

(\$MM)

Refinery

Outlook



Q4 Orders: \$3 | (51)%
 TY'19 Orders: \$56 | (17)%



FCC Cyclones

Midstream O&G



Q4 Orders: \$14 | (21)%
 TY'19 Orders: \$99 | +44%



Gas & Water Separation

Power Gen: Natural Gas



Q4 Orders: \$15 | (7)%
 TY'19 Orders: \$82 | +5%



Noise Attenuation & NoX Emissions

Power Gen: Solid Fuel



Q4 Orders: \$5 | +67%
 TY'19 Orders: \$17 | (2)%



Dampers & Expansion Joints

Industrial Solutions

Outlook



Q4 Orders: \$21 | +22%
 TY'19 Orders: \$92 | +9%



Scrubbers
 Oxidizers
 Mist Elimination
 Separation

Dust Collectors
 Ventilation
 Fume Exhaust
 Cyclones

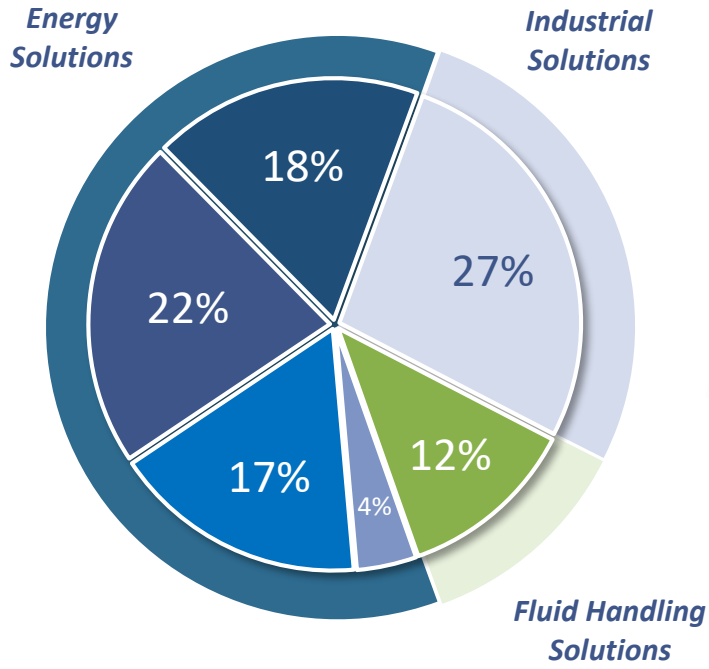
Industrial: Fluid Handling



Q4 Orders: \$9 | (21)%
 TY'19 Orders: \$38 | (12)%



Pumps Filtration



2019 Revenue Mix

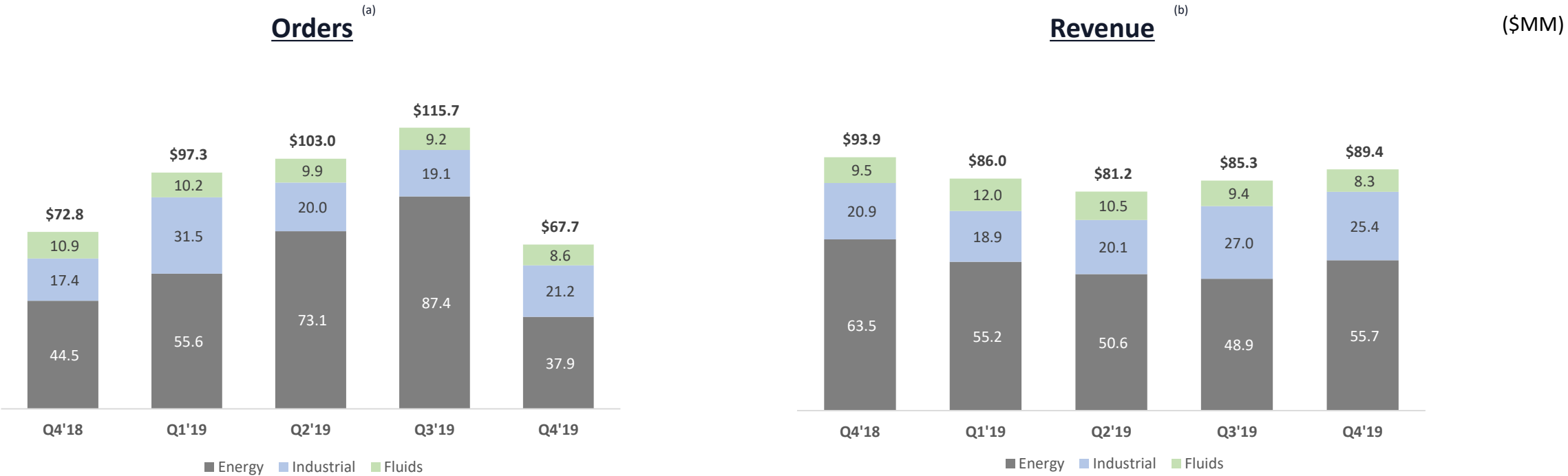
(a) Y/Y Comparisons excludes Divestitures



Q4 and FY 2019 Financials



Sequential revenue increase drives profitability higher but orders trend interrupted



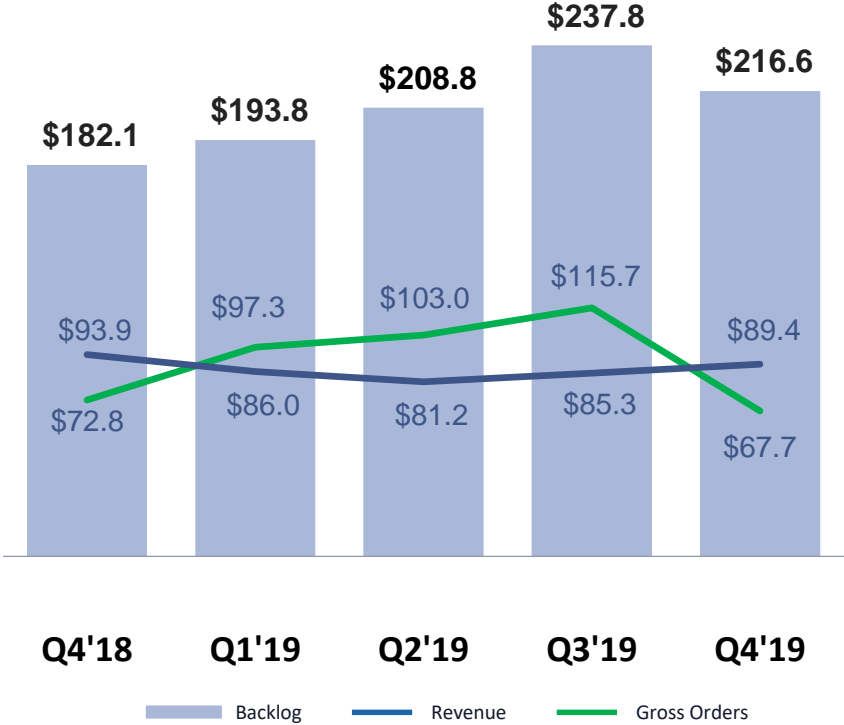
- Limited projects awarded in Q4 led Energy Orders to be down ↓(57)% sequentially and ↓(15)% Y/Y; revenue up on backlog conversion
- Industrial Orders +11% sequentially and +22% Y/Y on market share gains. Strong 2019 with Orders +9% and Revenue +13%
- Fluids Orders ↓(7)% sequentially and ↓(21)% Y/Y. Challenging short-cycle industrial and automotive end markets in 2H 19



(a) Orders on a Gross Reported basis, excludes cancellations and Divestitures
 (b) Segment Eliminations excluded from graph
 (c) 2018 Orders and Revenue include CECO Filters re-org from Fluids to Industrials noted in 10Q

Robust backlog heading into 2020 with active pipeline of new opportunities

(\$MM)



- Added \$35 million to organic backlog in 2019 up +19%
- +1.1 Book to Bill Ratio for Total Year 2019

Book/Bill	Q4'18	Q1'19	Q2'19	Q3'19	Q4'19
	0.78	1.13	1.26	1.36	0.76

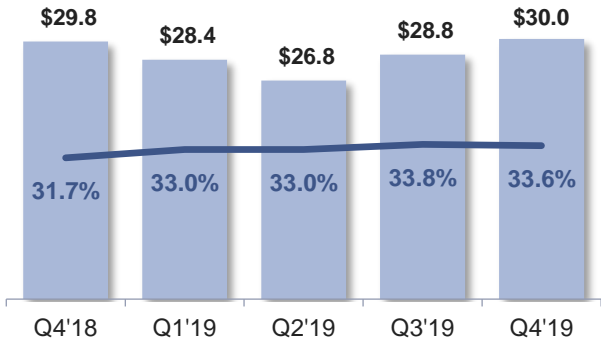


(a) Current & Historic Backlog/Revenue/Gross excludes divestitures (i.e. Organic)
 (b) Starting Backlog – Revenue + Gross Orders – Cancellations +/- FX = Ending Backlog. FX typically +/- ~\$1-3 per quarter.

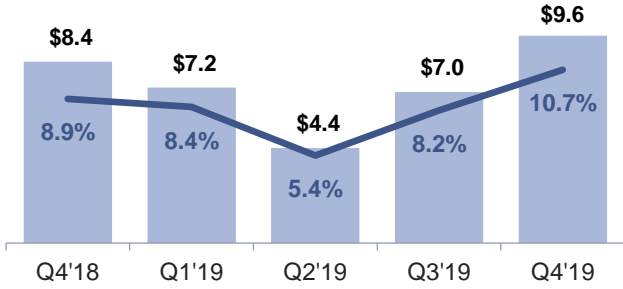
Disciplined execution on modest sequential growth produces double digit EBITDA margins

(\$MM)

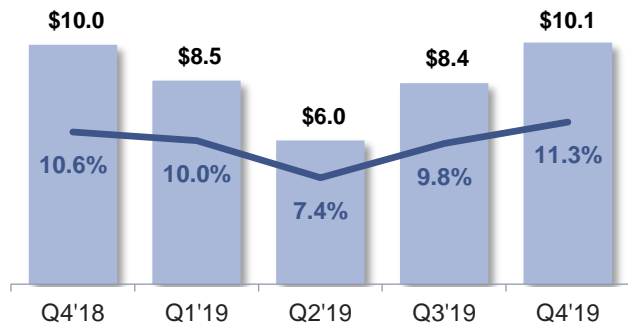
Non-GAAP Gross Profit



Non-GAAP Operating Income



Adjusted EBITDA



- **Q4 Gross margins at 33.6% relatively flat sequentially and up +2 pts Y/Y on strong project delivery**
- **Non-GAAP Operating Income +37% sequentially and +14% Y/Y on volume, lower SG&A and stock comp expense**
- **Adjusted EBITDA +20% sequentially on volume, margins, and lower SG&A while flat Y/Y**

Solid operating performance in Q4'19 on several profitability metrics

(\$MM)

	Three Months Ended		
	Q4'19	Y/Y	Y/Y
GAAP:		<i>Reported</i>	<i>Organic</i>
Orders	\$ 67.7	-9.1%	-7.0%
Revenue	\$ 89.4	-4.8%	-4.8%
Gross Profit	\$ 30.0	0.7%	
-%	33.6%	1.8pts	
Op Income	\$ 7.0	22.8%	
-%	7.8%	1.8pts	
Diluted EPS	\$ 0.24	700%	

Non-GAAP:

Op Income	\$ 9.6	14.3%
-%	10.7%	1.8pts
Adj. EBITDA\$	\$ 10.1	1.0%
-%	11.3%	0.6pts
Diluted EPS	\$ 0.27	238%

- \$68 of Orders down Y/Y primarily on Energy ↓(15)% while Industrials grew +22% Y/Y
- Organic Revenue (5)% Y/Y but up 5% sequentially on timing of Backlog execution
- GM% remains strong at 33.6%, up ~2pts Y/Y
- GAAP OI +\$1.2 Y/Y on higher project margins, lower SG&A and stock comp expense
- EPS +\$0.21 Y/Y on margins, ↓ stock comp, ↓ interest, and ↓ tax expense

-
- Non-GAAP OI +\$1.1 Y/Y on higher project margins, lower SG&A and stock comp expense
 - Adjusted EBITDA +1% Y/Y and up 60bps on improved project margins
 - Non-GAAP EPS +19 cents on project margins, ↓ SG&A, and ↓ interest & tax expense

Positive progress made in 2019 with outstanding 2nd half results

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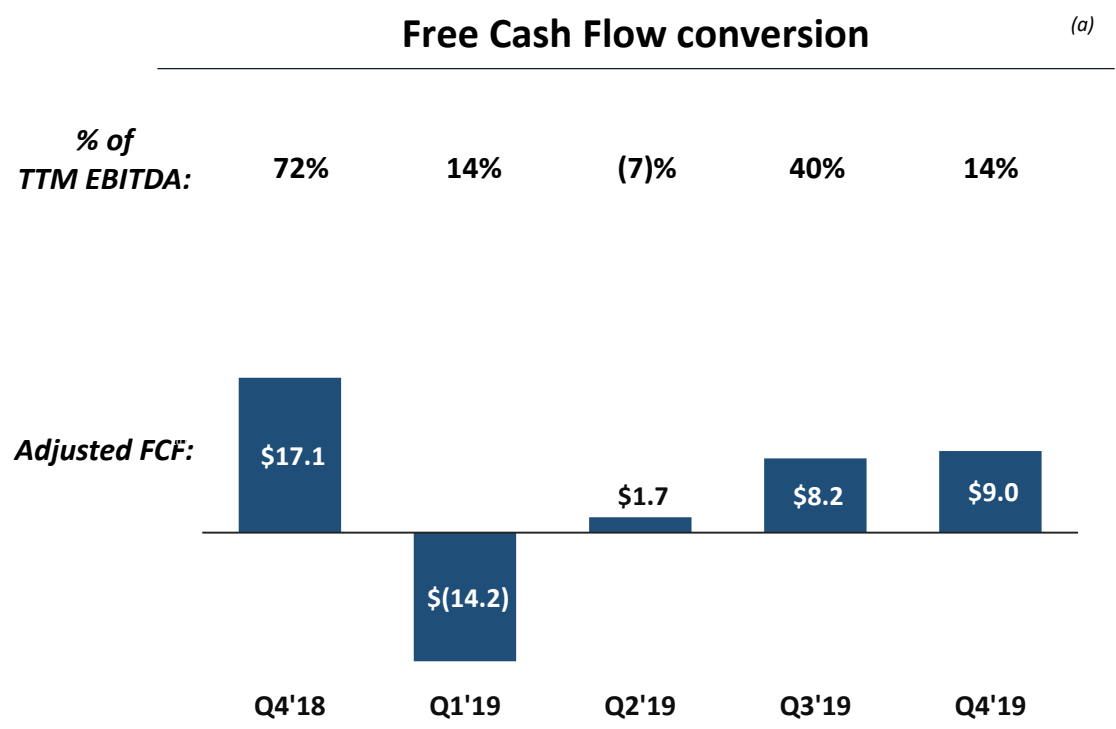
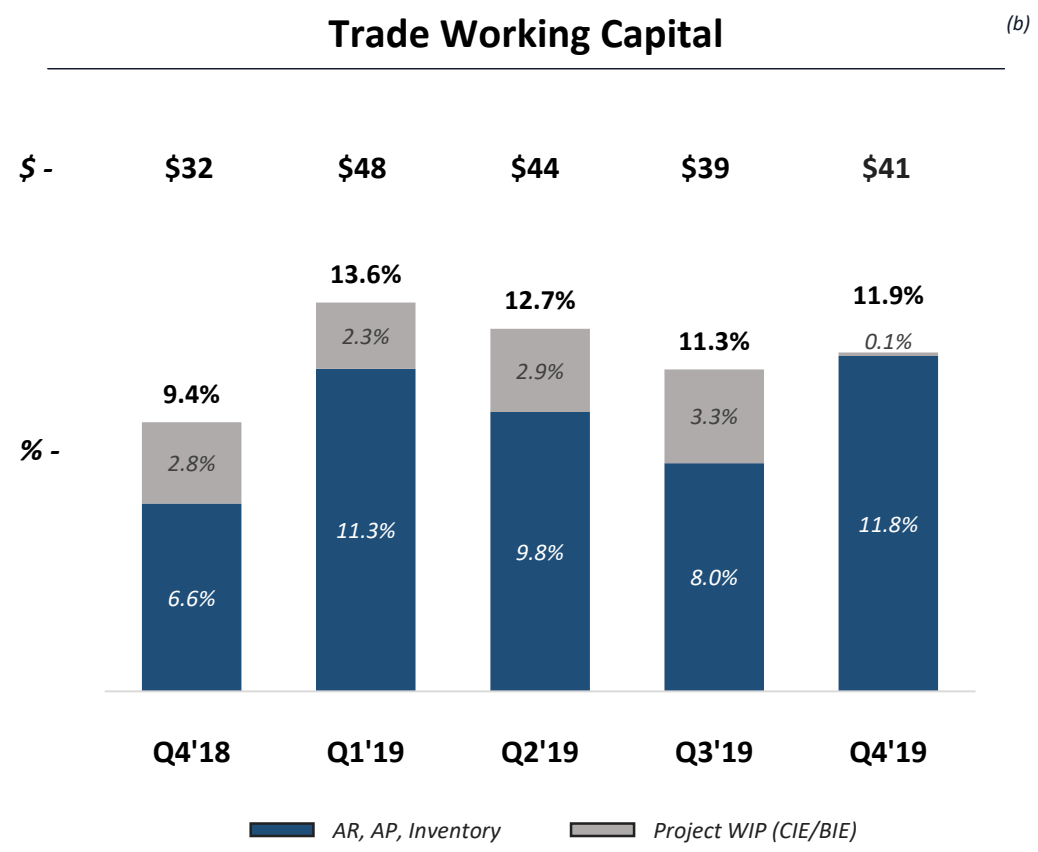
	Twelve Months Ended		
	'19	Y/Y	Y/Y
GAAP:		<i>Reported</i>	<i>Organic</i>
Orders	\$ 383.7	4.4%	6.8%
Revenue	\$ 341.9	1.3%	4.2%
Gross Profit	\$ 114.0	2.2%	
-%	33.3%	0.3pts	
Op Income	\$ 18.0	78.2%	
-%	5.3%	2.3pts	
Diluted EPS	\$ 0.50	350%	

Non-GAAP:			
Op Income	\$ 28.2	17.0%	
-%	8.2%	1.1pts	
Adj. EBITDA\$	\$ 33.0	7.1%	
-%	9.7%	0.5pts	
Diluted EPS	\$ 0.59	111%	

- Organic orders grew 7% with Energy and Industrial segments both +9% and Fluid Handling (12)%
 - Organic Revenue +4% Y/Y driving by improved execution in the 2nd Half
 - Gross Margin rates remained relatively flat at 33%
 - GAAP OI +\$8.0 and EPS +\$0.70 Y/Y on improved operations and '18 non-repeat of Zhongli write-down
-
- Non-GAAP OI +\$4.0 and Adj. EBITDA +\$2.9 Y/Y on volume, project execution, and lower SG&A
 - Non-GAAP EPS +30 cents on volume, operating leverage, and lower interest/tax expense
 - TY'19 Non-GAAP tax rate concluded at ~25%

Strong performance in operations delivering \$17 free cash flow in the 2nd half

(\$MM)



- Project WIP improved with backlog execution

- \$10.9 operating cash flow offset with \$(1.9) in CAPEX spend
- Q4 FCF/EBITDA of 90% a good performance... TY'19 below capability

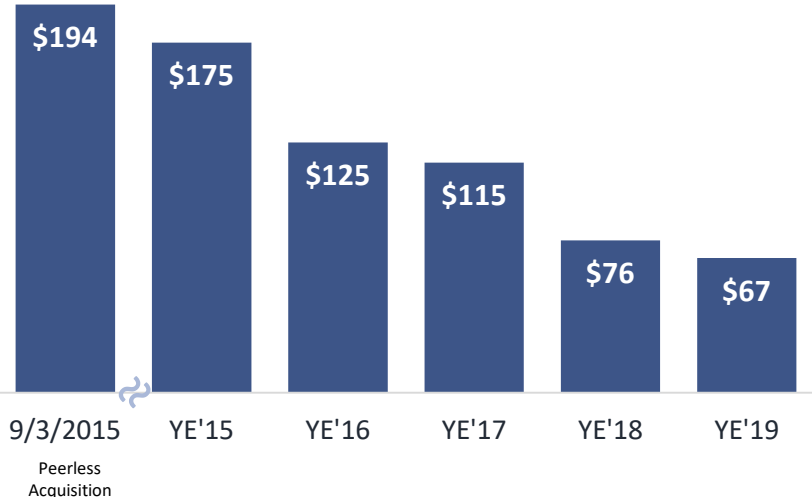


(a) Adjusted Free Cash Flow = Cash Flow From Operations less Earnouts classified as Operating Cash Flow less CAPEX spend
 (b) W/C includes: Trade AR, Trade AP, Inventory and Cost/Billings of on TTM Revenue; Reported Basis

Healthy balance sheet with flexibility to seize investment opportunities

(\$MM)

Operating cash flows drive down debt



Strengthened balance sheet

	Q4'18	Q1'19	Q2'19	Q3'19	Q4'19
Term Debt	\$ 76.1	\$ 76.1	\$ 50.0	\$ 49.4	\$ 48.8
Revolver	-	-	27.0	20.0	18.5
Total Debt	\$ 76.1	\$ 76.1	\$ 77.0	\$ 69.4	\$ 67.3
Cash	\$ 43.7	\$ 29.0	\$ 28.8	\$ 29.0	\$ 35.5
Bank Defined Leverage Ratio^(a)	2.2x	2.0x	1.9x	1.8x	1.5x
Total Net Debt/TTM EBITDA	0.9x	1.3x	1.3x	1.1x	0.8x

- **Net Leverage ratio below 1X EBITDA**
- **~\$110 of untapped capacity under credit facility**
- **Cash on hand split 27% North America and 73% International**



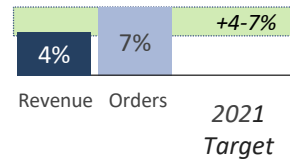
(a) Q2'18 through Q1'19 represent prior credit agreement definition; Q2'19 based on new credit agreement definition

Executing towards our 2021 targets... record Return on Tangible Capital

Grow Revenue organically 2X market ^{(a) / (b)}

- Expanded Footprint EU/India
- Innovation

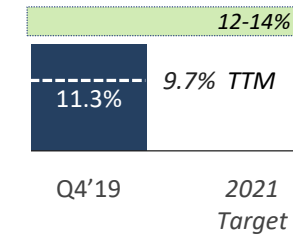
YoY Growth% (TTM)



Expand EBITDA margins ^(c)

- Reducing G&A, adding S&M
- Op Leverage on Growth

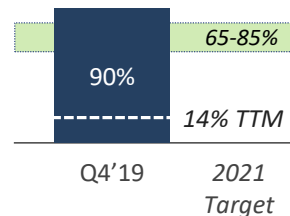
EBITDA%



Consistently convert EBITDA to Cash ^(c)

- Project Mgt excellence
- Asset Light business model

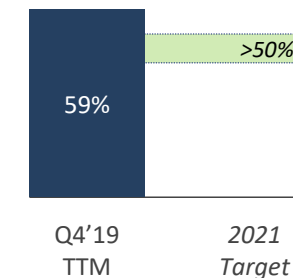
FCF/EBITDA



Superior Return on Tangible Capital ^{(c) / (d)}

- Low Asset Intensity %
- W/C Management

ROTC%



(a) Global GDP growth and management estimates

(b) Organic excludes Divestitures from both 2018 and Prior Year Results

(c) Reported Basis

(d) ROTC defined as Non-GAAP NOPAT / (Working Capital – Cash + net PP&E); reference appendix

Accelerating growth while addressing Earth's sustainability needs

- Continue to re-invigorate organic growth engine and execute for customers
- Ongoing investment decisions guided by Sustainability
 - Market expansion into adjacent industries and growth regions
 - New product innovation and recurring revenue models
 - Targeted M&A with focused criteria
- Execute with passion and discipline across the business

Committed to delivering top tier returns for shareholders

Supplemental Materials

Non-GAAP Reconciliation

Non-GAAP Gross Profit and Margin

<i>(dollars in millions)</i>	Annual 2012	Annual 2013	Annual 2014	Annual 2015	Annual 2016	Annual 2017	Q1 2018	Q2 2018	Q3 2018	Q4 2018	Annual 2018	Q1 2019	Q2 2019	Q3 2019	Q4 2019	Annual 2019
Gross profit as reported in accordance with GAAP	\$ 42.4	\$ 61.6	\$ 84.8	\$ 109.2	\$ 134.9	\$ 113.2	\$ 25.9	\$ 27.2	\$ 28.7	\$ 29.8	\$ 111.5	\$ 28.4	\$ 26.8	\$ 28.8	\$ 30.0	\$ 114.0
<i>Gross profit margin in accordance with GAAP</i>	31.4%	31.2%	32.2%	29.7%	32.4%	32.8%	34.9%	33.5%	32.5%	31.7%	33.1%	33.0%	33.0%	33.8%	33.6%	33.3%
Legacy design repairs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2.0	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Inventory valuation adjustment	\$ -	\$ 1.1	\$ -	\$ 0.5	\$ 0.1	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Plant, property and equipment valuation adjustment	\$ -	\$ 0.2	\$ 0.6	\$ 0.6	\$ 0.6	\$ 0.6	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Non-GAAP gross profit	\$ 42.4	\$ 62.9	\$ 85.4	\$ 110.3	\$ 135.6	\$ 115.8	\$ 25.9	\$ 27.2	\$ 28.7	\$ 29.8	\$ 111.5	\$ 28.4	\$ 26.8	\$ 28.8	\$ 30.0	\$ 114.0
<i>Non- GAAP Gross profit margin</i>	31.4%	31.9%	32.4%	30.0%	32.5%	33.6%	34.9%	33.5%	32.5%	31.7%	33.1%	33.0%	33.0%	33.8%	33.6%	33.3%

Non-GAAP Operating Income and Margin

(dollars in millions)	Annual 2012	Annual 2013	Annual 2014	Annual 2015	Annual 2016	Annual 2017	Q1 2018	Q2 2018	Q3 2018	Q4 2018	Annual 2018	Q1 2019	Q2 2019	Q3 2019	Q4 2019	Annual 2019
Operating income as reported in accordance with GAAP	\$ 16.7	\$ 7.0	\$ 21.7	\$ 4.9	\$ (25.4)	\$ 8.0	\$ 12.1	\$ 2.6	\$ (10.4)	\$ 5.7	\$ 10.0	\$ 4.9	\$ 2.0	\$ 4.1	\$ 7.0	\$ 18.0
Operating margin in accordance with GAAP	12.4%	3.5%	8.2%	1.3%	-6.1%	2.3%	16.3%	3.2%	-11.8%	6.1%	3.0%	5.7%	2.5%	4.8%	7.8%	5.3%
Legacy design repairs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2.0	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Inventory valuation adjustment	\$ -	\$ 1.1	\$ -	\$ 0.5	\$ 0.1	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Plant, property and equipment valuation adjustment	\$ -	\$ 0.2	\$ 0.6	\$ 0.6	\$ 0.6	\$ 0.6	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Gain on insurance settlement	\$ -	\$ -	\$ -	\$ -	\$ (1.0)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Acquisition and integration expenses	\$ -	\$ 7.2	\$ 1.3	\$ 7.9	\$ 0.5	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 0.5	\$ 0.5
Amortization	\$ -	\$ 4.7	\$ 7.6	\$ 12.3	\$ 13.9	\$ 11.5	\$ 2.6	\$ 2.5	\$ 2.3	\$ 2.3	\$ 9.7	\$ 2.2	\$ 2.2	\$ 2.2	\$ 2.0	\$ 8.6
Earn-out expenses	\$ -	\$ 2.1	\$ 2.5	\$ 13.3	\$ 6.3	\$ (4.4)	\$ 0.3	\$ -	\$ (0.3)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Intangible asset impairment	\$ -	\$ -	\$ -	\$ 3.3	\$ 57.9	\$ 7.2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
(Gain) Loss on divestitures, net of selling costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (11.2)	\$ 0.1	\$ 15.1	\$ 0.4	\$ 4.4	\$ 0.1	\$ -	\$ -	\$ -	\$ 0.1
Restructuring expense (income)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1.9	\$ 0.2	\$ -	\$ (0.2)	\$ -	\$ -	\$ -	\$ 0.2	\$ 0.7	\$ 0.1	\$ 1.0
Executive transition expenses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1.3	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Facility exit expenses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 0.2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Legal reserves	\$ -	\$ 3.5	\$ 0.3	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Non-GAAP operating income	\$ 16.7	\$ 25.8	\$ 34.0	\$ 42.8	\$ 52.9	\$ 28.3	\$ 4.0	\$ 5.2	\$ 6.5	\$ 8.4	\$ 24.1	\$ 7.2	\$ 4.4	\$ 7.0	\$ 9.6	\$ 28.2
Non-GAAP Operating margin	12.4%	13.1%	12.9%	11.6%	12.7%	8.2%	5.4%	6.4%	7.4%	8.9%	7.1%	8.4%	5.4%	8.2%	10.7%	8.2%

Non-GAAP Net Income, Adjusted EBITDA and Margin

(dollars in millions)	Annual 2013	Annual 2014	Annual 2015	Annual 2016	Annual 2017	Q1 2018	Q2 2018	Q3 2018	Q4 2018	Annual 2018	Q1 2019	Q2 2019	Q3 2019	Q4 2019	Annual 2019
Net income as reported in accordance with GAAP	\$ 6.6	\$ 13.1	\$ (5.6)	\$ (38.2)	\$ (3.0)	\$ 5.8	\$ (0.9)	\$ (12.9)	\$ 0.9	\$ (7.1)	\$ 1.9	\$ 5.5	\$ 1.9	\$ 8.4	\$ 17.7
Legacy design repairs	\$ -	\$ -	\$ -	\$ -	\$ 2.0	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Inventory valuation adjustment	\$ 1.1	\$ -	\$ 0.5	\$ 0.1	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Plant, property and equipment valuation adjustment	\$ 0.2	\$ 0.6	\$ 0.6	\$ 0.6	\$ 0.6	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Gain on insurance settlement	\$ -	\$ -	\$ -	\$ (1.0)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Acquisition and integration expenses	\$ 7.2	\$ 1.3	\$ 7.9	\$ 0.5	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 0.5	\$ 0.5
Amortization	\$ 4.7	\$ 7.6	\$ 12.3	\$ 13.9	\$ 11.5	\$ 2.6	\$ 2.5	\$ 2.3	\$ 2.3	\$ 9.7	\$ 2.2	\$ 2.2	\$ 2.2	\$ 2.0	\$ 8.6
Earn-out expenses	\$ 2.1	\$ 2.5	\$ 13.3	\$ 6.3	\$ (4.4)	\$ 0.3	\$ -	\$ (0.3)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Intangible asset impairment	\$ -	\$ -	\$ 3.3	\$ 57.9	\$ 7.2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
(Gain) Loss on divestitures, net of selling costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (11.2)	\$ 0.1	\$ 15.1	\$ 0.4	\$ 4.4	\$ 0.1	\$ -	\$ -	\$ -	\$ 0.1
Restructuring expense (income)	\$ -	\$ -	\$ -	\$ -	\$ 1.9	\$ 0.2	\$ -	\$ (0.2)	\$ -	\$ -	\$ -	\$ 0.2	\$ 0.7	\$ 0.1	\$ 1.0
Executive transition expenses	\$ -	\$ -	\$ -	\$ -	\$ 1.3	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Facility exit expenses	\$ -	\$ -	\$ -	\$ -	\$ 0.2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Legal reserves	\$ 3.5	\$ 0.3	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Deferred financing fee adjustment	\$ -	\$ -	\$ 0.3	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 0.4	\$ -	\$ -	\$ 0.4
Foreign currency remeasurement	\$ (1.1)	\$ 2.9	\$ 2.5	\$ 0.8	\$ (2.1)	\$ (0.2)	\$ 1.0	\$ -	\$ -	\$ 0.8	\$ 0.6	\$ (0.3)	\$ 0.2	\$ (1.0)	\$ (0.5)
Tax benefit of expenses	\$ (4.6)	\$ (3.7)	\$ (7.1)	\$ (7.4)	\$ (5.7)	\$ 4.4	\$ (0.9)	\$ (0.5)	\$ (0.6)	\$ 2.4	\$ (0.7)	\$ (0.6)	\$ (0.8)	\$ (0.4)	\$ (2.5)
Zhongli Tax benefit	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (4.4)	\$ -	\$ -	\$ (4.4)
Non-GAAP net income	\$ 19.7	\$ 24.6	\$ 28.0	\$ 33.5	\$ 9.5	\$ 1.9	\$ 1.8	\$ 3.6	\$ 3.0	\$ 10.3	\$ 4.1	\$ 3.0	\$ 4.2	\$ 9.6	\$ 20.9
Depreciation	\$ 1.6	\$ 3.1	\$ 3.5	\$ 4.5	\$ 3.9	\$ 0.8	\$ 0.9	\$ 1.0	\$ 0.8	\$ 3.5	\$ 0.6	\$ 0.6	\$ 0.5	\$ 0.5	\$ 2.2
Non-cash stock compensation	\$ 1.1	\$ 1.7	\$ 1.9	\$ 2.3	\$ 2.3	\$ 0.6	\$ 0.8	\$ 0.9	\$ 0.8	\$ 3.1	\$ 0.8	\$ 1.0	\$ 1.0	\$ -	\$ 2.8
Other (income)/expense	\$ 0.1	\$ (0.6)	\$ (0.4)	\$ (1.1)	\$ 2.0	\$ 0.6	\$ (0.6)	\$ (0.6)	\$ 0.2	\$ (0.4)	\$ -	\$ (0.5)	\$ (0.1)	\$ 0.3	\$ (0.3)
Gain on insurance settlement	\$ -	\$ -	\$ -	\$ 1.0	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Interest expense	\$ 1.5	\$ 3.1	\$ 5.7	\$ 7.7	\$ 6.7	\$ 1.9	\$ 1.8	\$ 1.7	\$ 1.7	\$ 7.1	\$ 1.5	\$ 1.1	\$ 1.3	\$ 1.1	\$ 5.0
Income tax expense (benefit)	\$ 4.5	\$ 6.8	\$ 9.7	\$ 12.7	\$ 10.1	\$ (0.3)	\$ 2.2	\$ 1.8	\$ 2.9	\$ 6.6	\$ 1.5	\$ 0.8	\$ 1.5	\$ (1.4)	\$ 2.4
Adjusted EBITDA	\$ 28.5	\$ 38.7	\$ 48.4	\$ 60.6	\$ 34.5	\$ 5.5	\$ 6.9	\$ 8.4	\$ 9.4	\$ 30.2	\$ 8.5	\$ 6.0	\$ 8.4	\$ 10.1	\$ 33.0
Adjusted EBITDA margin	14.4%	14.7%	13.2%	14.5%	10.0%	7.4%	8.5%	9.5%	10.0%	8.9%	9.9%	7.4%	9.8%	11.3%	9.7%
Basic Shares Outstanding	20,116,991	25,750,972	28,791,662	33,979,549	34,445,256	34,592,803	34,669,810	34,779,125	34,812,714	34,714,395	34,835,550	34,923,587	35,070,449	35,117,916	34,987,878
Diluted Shares Outstanding	20,719,951	26,196,901	28,791,662	33,979,549	34,697,744	34,641,390	34,785,726	34,779,125	35,298,212	34,988,461	35,360,042	35,582,727	35,624,590	35,352,957	35,484,273
Earnings (loss) per share:															
Basic	\$ 0.33	\$ 0.51	\$ (0.19)	\$ (1.12)	\$ (0.09)	\$ 0.17	\$ (0.03)	\$ (0.37)	\$ 0.03	\$ (0.20)	\$ 0.05	\$ 0.16	\$ 0.06	\$ 0.24	\$ 0.51
Diluted	\$ 0.32	\$ 0.50	\$ (0.19)	\$ (1.12)	\$ (0.09)	\$ 0.17	\$ (0.03)	\$ (0.37)	\$ 0.03	\$ (0.20)	\$ 0.05	\$ 0.15	\$ 0.05	\$ 0.24	\$ 0.50
Non-GAAP earnings per share:															
Basic	\$ 0.98	\$ 0.95	\$ 0.97	\$ 0.99	\$ 0.28	\$ 0.05	\$ 0.05	\$ 0.10	\$ 0.09	\$ 0.30	\$ 0.12	\$ 0.09	\$ 0.12	\$ 0.27	\$ 0.60
Diluted	\$ 0.95	\$ 0.94	\$ 0.97	\$ 0.99	\$ 0.27	\$ 0.05	\$ 0.05	\$ 0.10	\$ 0.08	\$ 0.29	\$ 0.12	\$ 0.08	\$ 0.12	\$ 0.27	\$ 0.59

Return on Tangible Capital

<i>(dollars in millions)</i>	3Q 2017	4Q 2017	1Q 2018	2Q 2018	3Q 2018	4Q 2018	1Q 2019	Q2 2019	Q3 2019	Q4 2019
Non-GAAP Operating Income	5.3	3.5	4.0	5.2	6.5	8.4	7.2	4.4	7.0	9.6
<i>Other non-cash adjustments, not in Non-GAAP:</i>										
Add: Non-cash stock compensation	0.6	0.5	0.6	0.8	0.9	0.8	0.8	1.0	1.0	0.0
Adjusted Non-GAAP Operating Income	5.9	4.0	4.6	6.0	7.4	9.2	8.0	5.4	8.0	9.6
Cash Operating Taxes (assumed 27% rate)	-1.4	-0.9	-1.1	-1.4	-1.8	-2.3	-1.9	-1.2	-1.9	-2.6
Net Operating Profit After Taxes (NOPAT)	4.5	3.1	3.5	4.6	5.6	6.9	6.1	4.2	6.1	7.0
TTM NOPAT	31.3	23.1	18.7	15.7	16.8	20.6	23.2	22.8	23.3	23.4
Net Tangible Capital	74.1	70.3	62.8	58.1	50.4	34.8	43.9	45.3	40.7	45.1
TTM ROTC	45.2%	36.8%	31.0%	25.4%	27.0%	39.2%	43.5%	44.1%	51.2%	58.6%

- (a) Net Tangible Capital = (Currents Assets – Cash + PP&E) – (Current Liabilities less Current Debt)
 (b) TTM ROTC % = NOPAT / (Current Quarter End Net Tangible Capital + Prior Year Quarter End Net Tangible Capital)/2)

Organic Revenue

(dollars in millions)

	Annual 2016	Annual 2017	Q1 2018	Q2 2018	Q3 2018	Q4 2018	Annual 2018	Q1 2019	Q2 2019	Q3 2019	Q4 2019	Annual 2019
Revenue as reported in accordance with GAAP	\$ 417.0	\$ 345.1	\$ 74.1	\$ 81.1	\$ 88.2	\$ 93.9	\$ 337.3	\$ 86.0	\$ 81.2	\$ 85.3	\$ 89.4	\$ 341.9
<i>Less revenue attributable to divestitures</i>	\$ (50.9)	\$ (34.6)	\$ (6.5)	\$ (1.2)	\$ (1.6)	\$ -	\$ (9.3)	\$ -	\$ -	\$ -	\$ -	\$ -
Organic revenue	\$ 366.1	\$ 310.5	\$ 67.6	\$ 79.9	\$ 86.6	\$ 93.9	\$ 328.0	\$ 86.0	\$ 81.2	\$ 85.3	\$ 89.4	\$ 341.9

Adjusted Free Cash Flow

(dollars in millions)	Annual 2015	Annual 2016	Annual 2017	1Q 2018	2Q 2018	3Q 2018	4Q 2018	Annual 2018	1Q 2019	Q2 2019	Q3 2019	Q4 2019	Annual 2019
Net cash provided by operating activities	12.6	69.6	6.6	3.2	6.7	(6.2)	18.3	22.0	(13.8)	2.5	10.7	10.8	10.2
Add: earn-outs classified as operating	-	-	7.8	0.2	1.9	0.8	(0.0)	2.9	-	-	-	-	-
Capital expenditures	(0.8)	(1.1)	(1.0)	(0.5)	(0.1)	(1.3)	(1.2)	(3.1)	(0.4)	(0.8)	(2.5)	(1.9)	(5.6)
Adjusted free cash flow	11.8	68.5	13.4	2.9	8.5	(6.7)	17.1	21.8	(14.2)	1.7	8.2	8.9	4.6
TTM Adjusted free cash flow	11.8	68.5	13.4	9.8	15.9	12.2	21.8	21.8	4.7	(2.1)	12.8	4.6	4.6
TTM EBITDA	48.4	60.5	34.5	28.3	24.2	25.7	30.2	30.2	33.2	32.3	32.3	33.0	33.0
TTM FCF / EBITDA Conversion	24.4%	113.2%	38.8%	34.6%	65.7%	47.6%	72.3%	72.3%	14.2%	-6.5%	39.6%	13.9%	13.9%