



Investor Update

March 2020

Disclaimer



Leave nothing behind.

Forward-Looking Statements

The information in this presentation includes “forward-looking statements” that are subject to risks and uncertainties. All statements, other than statements of historical fact included in this presentation, regarding NCS Multistage Holdings, Inc.’s (the “Company,” “NCS,” “NCSM,” “we” or “us”) strategy, future operations, financial position, estimated revenues and losses, projected costs, prospects, plans and objectives of management are forward-looking statements. When used in this presentation, the words “could,” “believe,” “anticipate,” “intend,” “estimate,” “expect,” “project” and similar expressions are intended to identify forward-looking statements, although not all forward-looking statements contain such identifying words.

Forward-looking statements are based on our current expectations and assumptions regarding our business, the economy and other future conditions. Because forward-looking statements relate to the future, by their nature, they are subject to inherent uncertainties, risks and changes in circumstances that are difficult to predict. As a result, our actual results may differ materially from those contemplated by the forward-looking statements. Important factors that could cause our actual results to differ materially from those in the forward-looking statements include regional, national or global political, economic, business, competitive, market and regulatory conditions and the following: declines in the level of oil and natural gas exploration and production activity within Canada and the United States; oil and natural gas price fluctuations; loss of significant customers; inability to successfully implement our strategy of increasing sales of products and services into the United States; significant competition for our products and services; our inability to accurately predict customer demand; impairment in the carrying value of long-lived assets and goodwill; our inability to successfully develop and implement new technologies, products and services; our inability to protect and maintain critical intellectual property assets; currency exchange rate fluctuations; losses and liabilities from uninsured or underinsured business activities; our failure to identify and consummate potential acquisitions; our inability to integrate or realize the expected benefits from acquisitions; impact of severe weather conditions; restrictions on the availability of our customers to obtain water essential to the drilling and hydraulic fracturing processes; our inability to meet regulatory requirements for use of certain chemicals by our tracer diagnostics business; change in trade policy, including the impact of additional tariffs; changes in legislation or regulation governing the oil and natural gas industry, including restrictions on emissions of greenhouse gases; failure to comply with or changes to federal, state and local and non-U.S. laws and other regulations, including anti-corruption and environmental regulations and the U.S. Tax Cuts and Jobs Act of 2017; loss of our information and computer systems; system interruptions or failures, including cyber-security breaches, identity theft or other disruptions that could compromise our information; our failure to establish and maintain effective internal control over financial reporting; our success in attracting and retaining qualified employees and key personnel; our inability to satisfy technical requirements and other specifications under contracts and contract tenders. For the reasons described above, as well as factors identified in the Company’s Annual Report on Form 10-K, under the section entitled “Risk Factors” and other filings with the Securities and Exchange Commission, we caution you against relying on any forward-looking statements. Should one or more of these risks or uncertainties occur, or should underlying assumptions prove incorrect, our actual results and plans could differ materially from those expressed in any forward-looking statements.

You are cautioned not to place undue reliance on any forward-looking statements, which speak only as of the date of this presentation. Except as otherwise required by applicable law, we disclaim any duty to update and do not intend to update any forward-looking statements, all of which are expressly qualified by the statements in this section, to reflect events or circumstances after the date of this presentation.

Non-GAAP Financial Measures

This presentation includes financial measures that are not presented in accordance with generally accepted accounting principles (“GAAP”), including Adjusted EBITDA, Adjusted EBITDA margin, Adjusted EBITDA less Share-Based Compensation, and free cash flow. While management believes such measures are useful for investors, they should not be used as a replacement for financial measures that are in accordance with GAAP. Please see the Appendix for reconciliations of those measures to comparable GAAP measures.

Industry and Market Data

This presentation has been prepared by NCS and includes market data and other statistical information from third-party sources, including independent industry publications, government publications or other published independent sources. Although NCS believes these third-party sources are reliable as of their respective dates, NCS has not independently verified the accuracy or completeness of this information. Some data are also based on the NCS’s good faith estimates, which are derived from its review of internal sources as well as the third-party sources described above.



Company and Technology Overview

The NCS Investment Proposition

1. Leadership positions across a focused and differentiated portfolio of products and services
 - We enable our customers to operate more efficiently, reduce costs and improve financial returns
2. Leveraging our innovative technology platform to improve market share across geographies
3. Strong balance sheet and capital light model that has consistently generated free cash flow

Trading Statistics and Selected Financial Metrics* (In millions, except per share amounts)

Share Price (2/28/2020)	\$1.09
Shares Outstanding	46.9
Equity Value	\$51.1
Plus: Total Debt	\$12.9
Plus: Non-controlling Interest	18.9
Less: Cash	(11.2)
Enterprise Value	\$71.7
Trailing 12-month Adjusted EBITDA	
Less Share-based Compensation**	\$16.0
Trailing 12-month Free Cash Flow**	12.9
Net Debt	\$1.7
Total Debt/Total Book Capitalization	7.3%
Net Working Capital***	\$71.1

* Balance sheet amounts as of 12/31/2019. Shares outstanding represents average diluted shares during 4Q 2019

** See appendix for Adjusted EBITDA Less Share-Based Compensation and Free Cash Flow reconciliations

*** Calculated as current assets (excluding cash and cash equivalents) less current liabilities (excluding current maturities of long-term debt)

1. Focused Portfolio with Leadership Positions

Leading Positions in Technologies that Drive Efficiency and Reduce Cost for Our Customers

- Global leader in pinpoint stimulation
- Innovator in efficient casing buoyancy solutions
- Leader in tracer diagnostics in North America
- Top-five provider of composite frac plugs

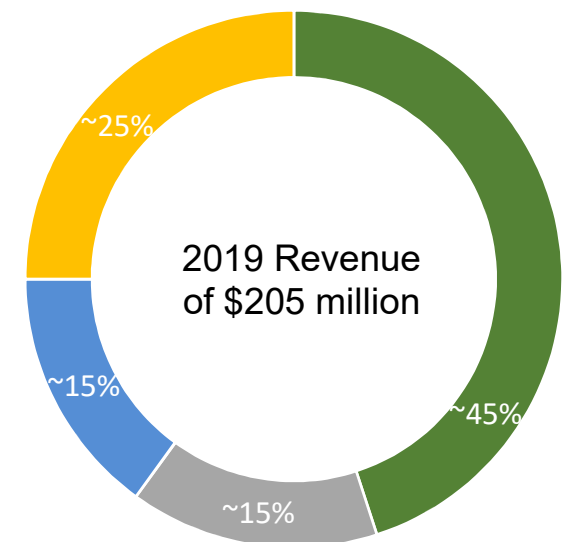
Aker BP Press Release – December 10, 2019

“The new method [Single-Trip Multi-Frac] will make implementation of several projects possible.

It provides more flexibility; we spend less time per well, and it decreases the unit cost of the operations. In turn, this results in a reduced price for the stimulation and we can bring the well on stream earlier compared with the conventional stimulation method that has been used. Therefore, we see a substantial upside through the use of this stimulation method.”

- Tommy Sigmundstad, SVP Drilling and Well – Aker BP

Balanced and Focused Product and Service Offering



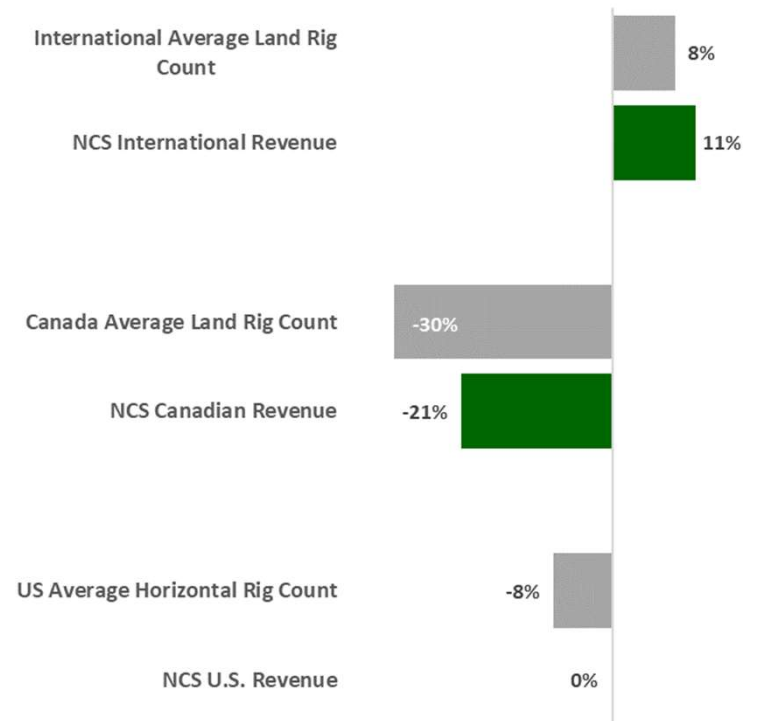
325+ Customers

■ Fracturing Systems ■ Well Construction
■ Tracer Diagnostics ■ Repeat Precision

2. Market Share Growth Through Innovation

- Revenue outperformance vs. underlying rig count in each geographic market in 2019
 - Market share driven by technology adoption
 - Next-generation sliding sleeves and toe initiation sleeves
 - Purple Seal Express™ system
 - Tracers for frac interference applications
 - Successful cross-selling initiatives
 - Growing international participation

NCS 2019 vs. 2018 Change in Revenue vs. Change in Average Rig Count*

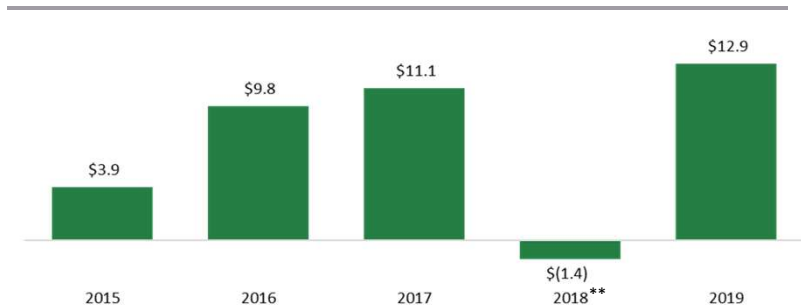


* Rig counts indicate change in average annual rig count in 2019 vs. 2018 per Baker Hughes

3. Free Cash Flow Generation

- Capital light model facilitates free cash flow generation
 - Increasing free cash flow over time, with \$12.9mm of free cash flow in 2019*
- Reduced total debt by \$12.8mm in 2019
- Strong balance sheet provides strategic optionality and potential return of capital
 - Net debt of \$1.7mm at 12/31/2019

Free Cash Flow (mm)*



2019 Free Cash Flow (FCF) Yield:

FCF as a % of Equity Value***	25%
FCF as a % of Enterprise Value***	18%

* See appendix for free cash flow reconciliation

** 2018 free cash flow included \$11mm in capital spending related to our Tech Center in Calgary and a new ERP system implementation

*** Equity value assumes a share price of \$1.09 as of 2/28/2020 and 46.9mm shares outstanding. Enterprise value equals equity value plus debt and non-controlling interest less cash. See page four for equity and enterprise value calculations

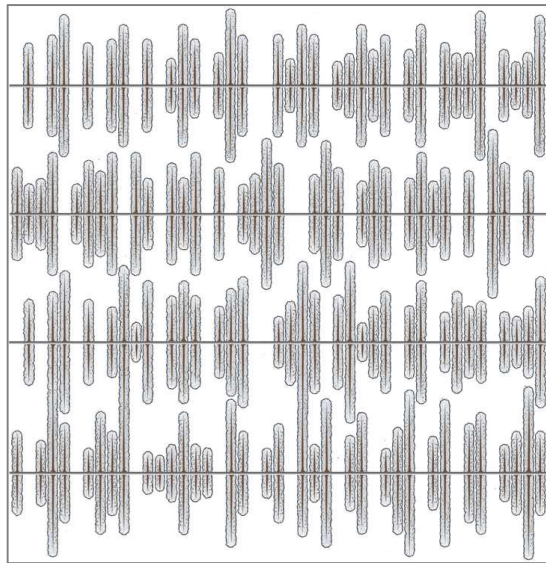
2020 Strategic Priorities

1. Deliver tangible value to our customers through differentiated technology and service delivery
2. Continued market share gains, measured by revenue outperformance vs. underlying industry activity
3. Generate more free cash flow in 2020 than we did in 2019

Fracturing Systems – Pinpoint Stimulation

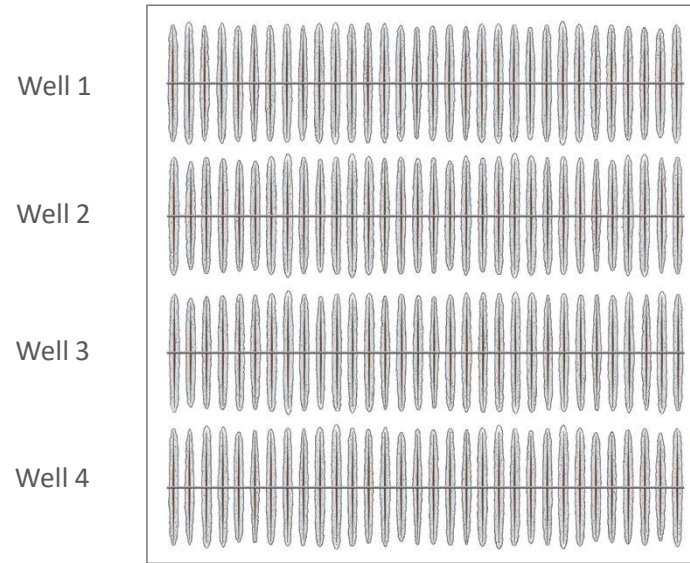
Pinpoint stimulation enables more predictable, repeatable, and verifiable completions that maximize reservoir connectivity, as compared to other completion methods

Other Completion Methods



Unpredictable frac size and location

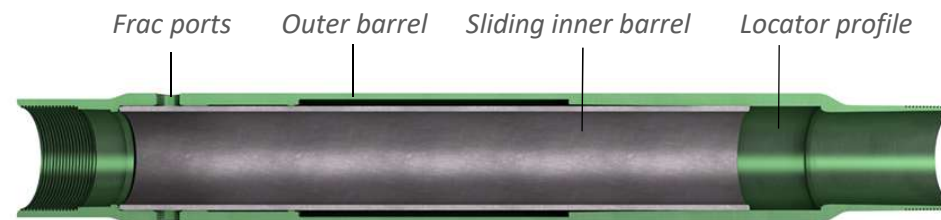
Pinpoint Stimulation



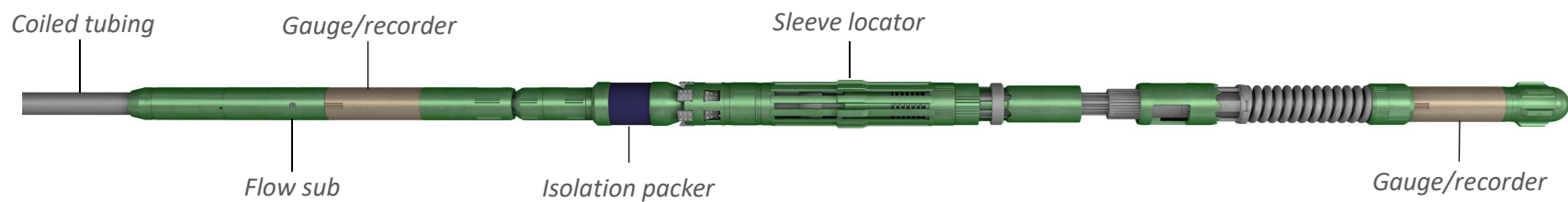
Controlled proppant placement

Fracturing Systems – Pinpoint Stimulation

Innovus™ Casing-Installed MultiCycle® Frac Sleeve

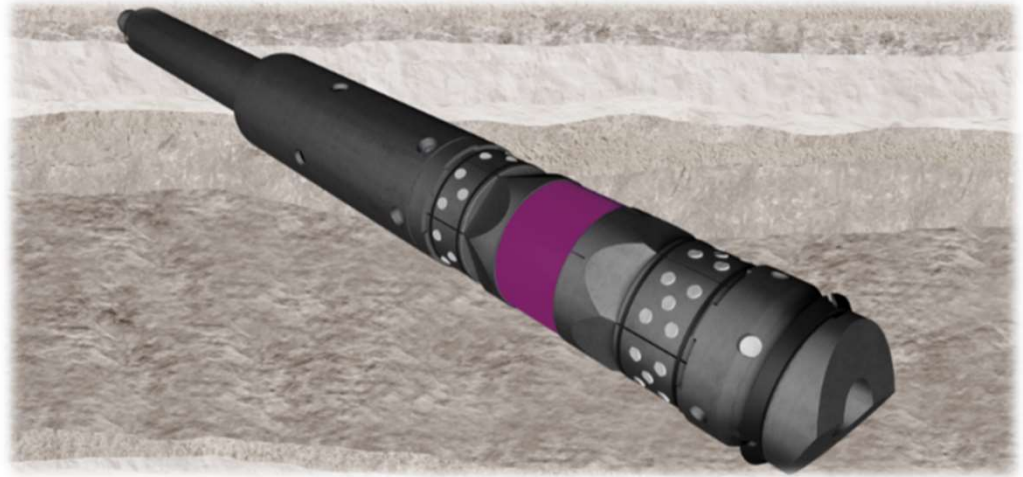


Innovus™ Downhole Frac-Isolation Assembly on Coiled Tubing



Repeat Precision Joint Venture

- PurpleSeal composite frac plug family of products
 - 4.5", 5.5" and 6.0" specifications
 - All composite, hybrid and dual-cast frac plug designs and hybrid bridge plug
 - PurpleSeal Express™ disposable frac plug deployment system; pre-assembled, compact, single-use system
 - Repeat Precision single-use, disposable frac plug setting tools
- Provides NCS with additional revenue exposure from plug-and-perf wells
- Supply chain partner for NCS



PurpleSeal Express™ frac-plug deployment system

Tracer Diagnostics

Leading provider of chemical and radioactive tracers for well diagnostics and reservoir characterization

- Cost-effective and reliable service utilized by E&P companies to optimize completion designs and field development
 - Growing portfolio of patented and patent-pending chemical tracers, including:
 - FFI[®] tracers (liquid tracers, for identification of stage-specific fracture fluid returns)
 - OST[®] tracers (particulate tracers, oil soluble)
 - WST[®] tracers (particulate tracers, water soluble)
 - NANO STAGED TRACER[®] chemicals (partition into gas phase)
 - Radioactive tracer logging services (“RA”) including real-time and memory tools
- Diverse customer base across the U.S., Canada and Argentina; a growing international business

How Customers Utilize Tracers

Our customers utilize our services to:

- Evaluate well spacing projects, including horizontal spacing and vertical spacing in formations with stacked pay characteristics
- Provide long-term qualitative stage-by-stage production information
- Evaluate the distribution of proppant along the wellbore – cluster efficiency and diverter effectiveness
- Determine if all stages in the lateral are producing, indicating flowback is complete
- Validate the performance of dissolvable plugs
- Assess frac fluid performance to improve completion designs
- Assess performance of waterfloods and other Enhanced Oil Recovery (“EOR”) strategies

Well Construction

- Complementary technologies to support casing and liner installation and for initial formation access
 - AirLock® casing buoyancy system
 - Vectraset™ Liner hanger assembly
 - Pressure-activated toe initiation sleeves



AirLock® casing buoyancy system

Secondary Recovery and EOR Solutions

- Solutions to facilitate secondary recovery and EOR in multistage horizontal wells
 - Secondary recovery and EOR can help customers reduce corporate decline rates and maximize resource recovery

Terrus™ Frac/Injection Sleeve

- Multi-position frac sleeve utilized for both the initial completion and for water injection
 - Cost-efficient as compared to tubing-conveyed secondary completions for wellbore compartmentalization

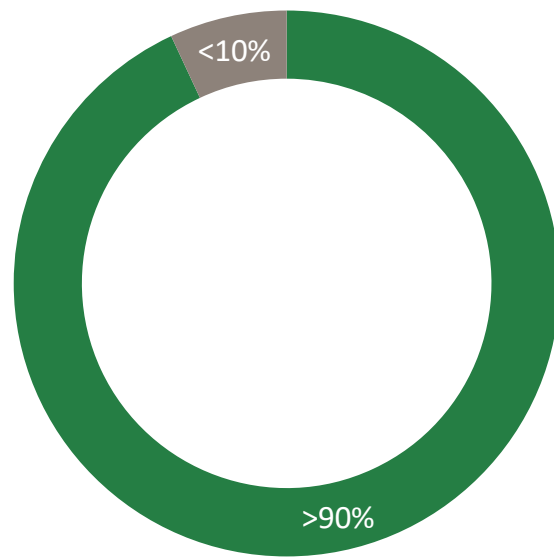
Qumulus™ Ultimate Recovery

- System designed to provide remote, real-time and interventionless actuation of downhole valves to optimize secondary recovery and EOR applications
 - Applicable for floods and single well “huff and puff” applications

Expanded Addressable Market

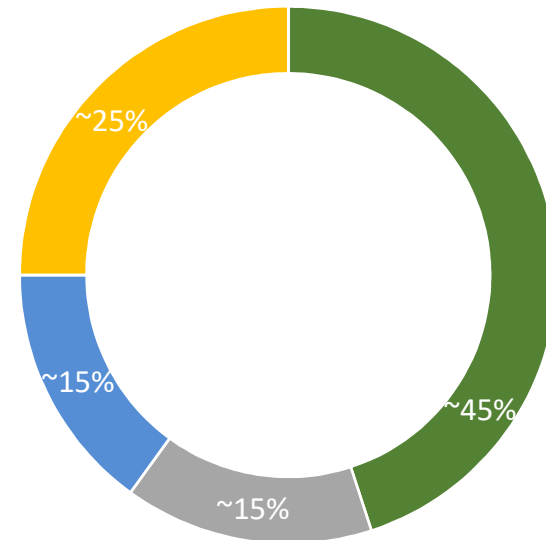
- NCS has expanded its addressable market and diversified its business through organic sales and new product development, the Repeat Precision joint venture and the Spectrum acquisition

2016 - \$98 mm Revenue



140+ Customers

2019 - \$205 mm Revenue



325+ Customers

■ Fracturing Systems ■ Well Construction ■ Tracer Diagnostics ■ Repeat Precision



Growth and Financial Execution

Q4 2019 and Full Year 2019 Results

Q4 2019 Performance:

- Total revenue of \$52.1 million
 - U.S. revenue of \$22.7 million; Canadian revenue of \$23.9 million; International revenue of \$5.5 million
- Cost of sales, excluding D&A, of \$26.0 million
- S,G&A of \$22.2 million, including \$3.2 million of share-based compensation and \$1.2 million of professional fees
- Adjusted EBITDA of \$8.3 million, a 16% margin*

Full Year 2019 Balance Sheet and Cash Flow:

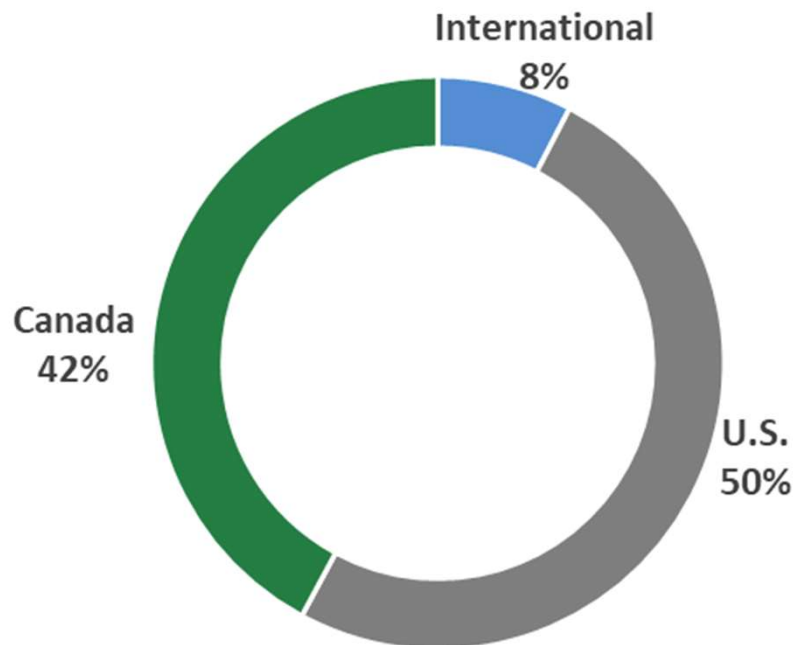
- December 31 cash balance of \$11.2 million and total debt of \$12.9 million
- Full year net CapEx of \$5.0 million and free cash flow* of \$12.9 million

* See appendix for Adjusted EBITDA, Adjusted EBITDA margin and free cash flow reconciliations

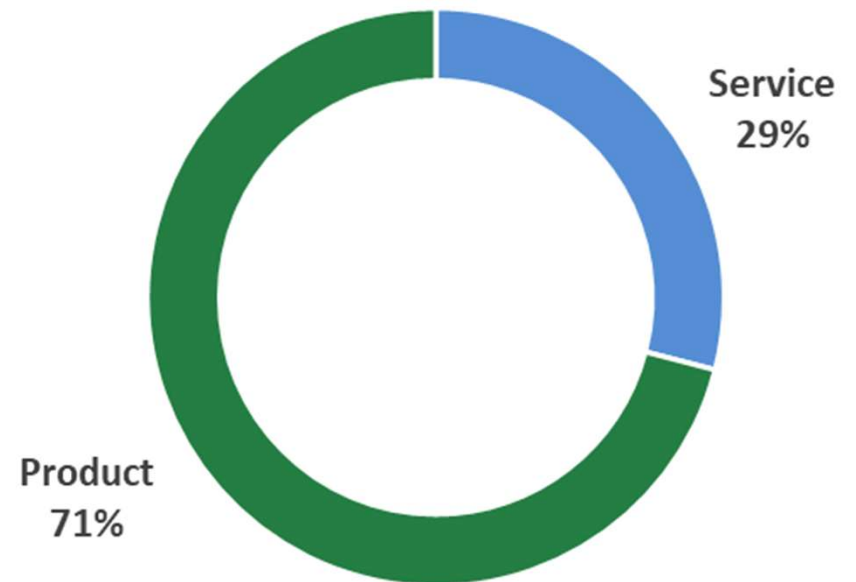
Revenue Profile

Revenue Contribution – Year Ended December 31, 2019

By Geography



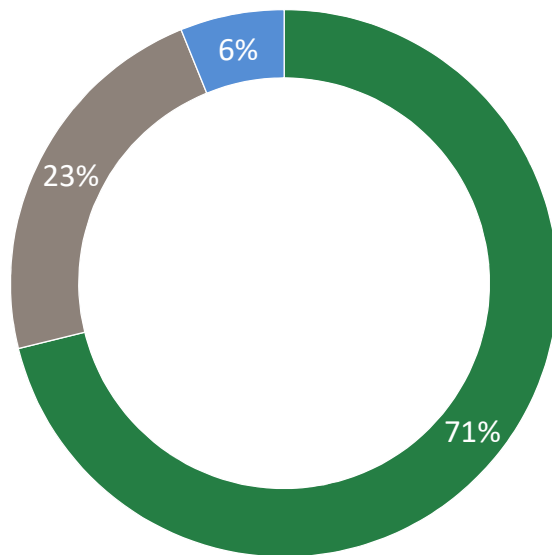
Product and Service Mix



Evolving Geographic Mix

- U.S. and international markets represented 58% of total revenue in 2019 as compared to under 30% in 2016

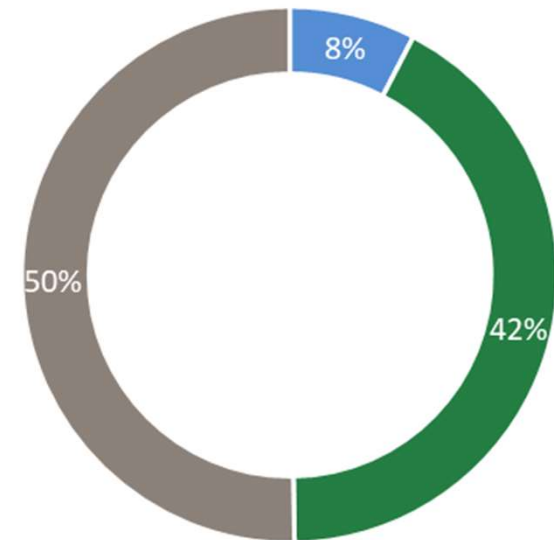
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140+ Customers

■ Canada ■ US ■ International

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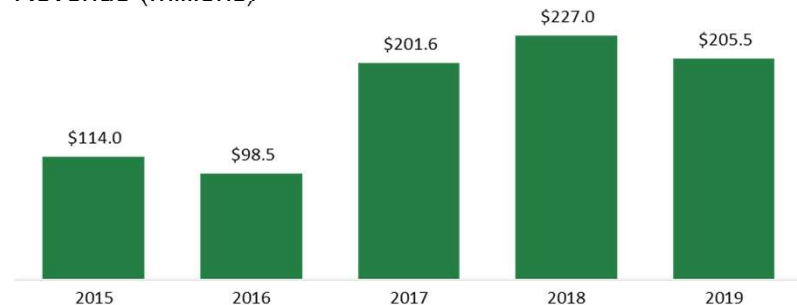


325+ Customers

High Margins with Free Cash Flow

Financial and operating model minimizes capital investment and maximizes free cash flow

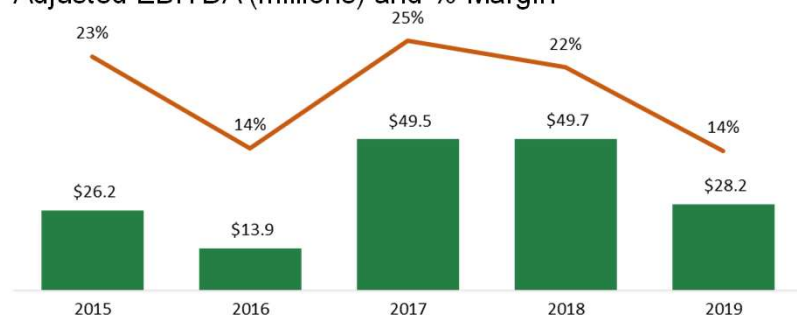
Revenue (millions)



Gross Profit (millions) and % Margin



Adjusted EBITDA (millions) and % Margin*



Free Cash Flow* (millions)

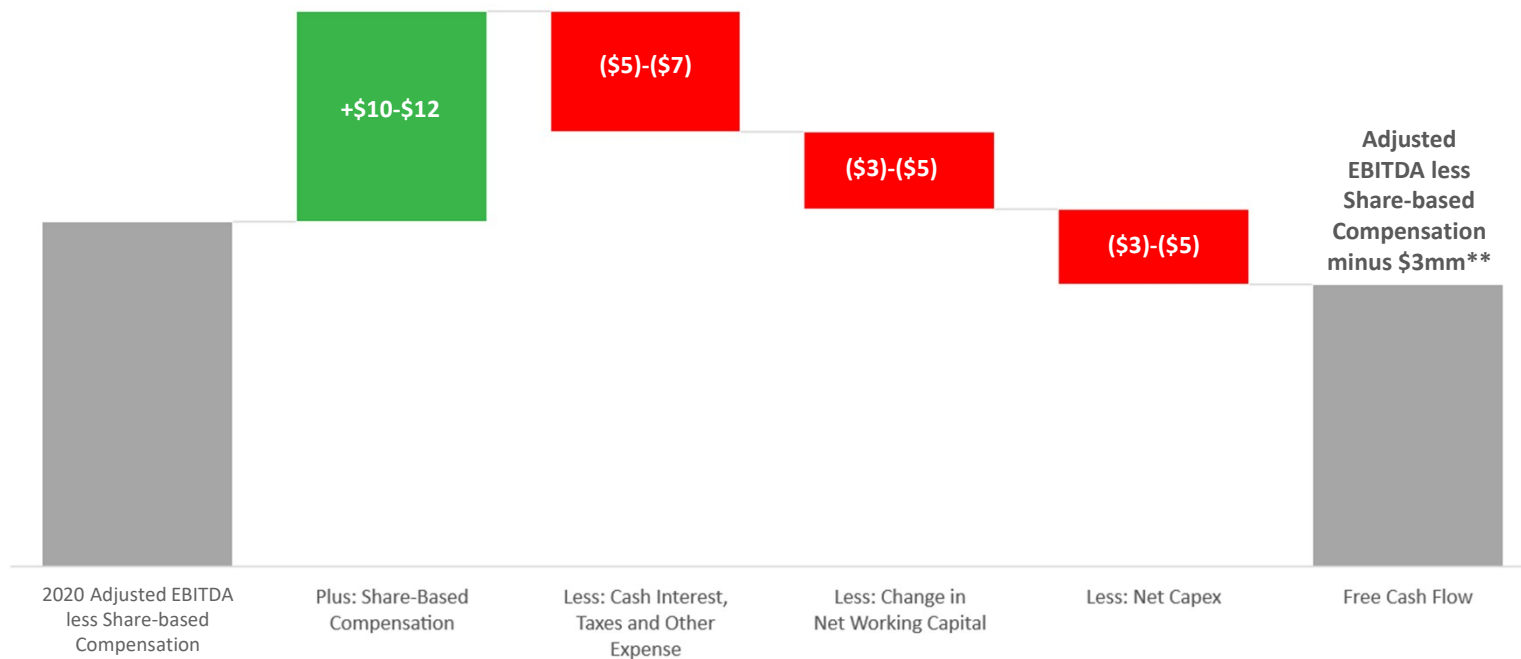


* See Appendix for Adjusted EBITDA , Adjusted EBITDA margin and free cash flow reconciliations

Illustrative 2020E Free Cash Flow Conversion

- Positioned to deliver free cash flow* in 2020

\$ in millions



* Free cash flow as presented consistent with free cash flow reconciliation in the Appendix

** Calculated free cash flow figure utilizes the midpoint of the ranges for the individual cash flow items

Strong Balance Sheet

- Our strong balance sheet provides significant financial flexibility

\$ in millions	12/31/2019
Cash and Cash Equivalents	\$11.2
Total Debt	\$12.9
Total Stockholders' Equity	\$144.6
Non-Controlling Interest	18.9
Total Equity	\$163.5
Net Debt	\$1.7
Total Debt / Total Capitalization	7.3%
Net Working Capital*	\$71.1

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Appendix

Everything starts with *The Promise*

Employees	We will invest in our employees, our most important resource, by providing coaching and training that enables them to learn and grow to their full potential. Together, we will maintain a culture that promotes teamwork and an environment that is challenging, rewarding and fun. We will listen to our employees, treat them with respect and support them when they make decisions that are aligned with <i>The Promise</i> .
Health, Safety & Environment	We will provide leadership, tools and training to empower our employees, customers and vendors to remain healthy and safe. We will integrate environmental stewardship into our business activities and respect the communities in which we operate.
Customers	We will treat our customers as partners and operate in a fair and honest manner. We will listen to our customers, set clear, common expectations and respond with execution excellence.
Technology	We will deliver reservoir analysis, insights and technologies that support our customers' development strategies and resource recovery objectives and develop technology and processes to drive improvement in our products and services.
Quality	We will continuously improve our processes and systems in order to strive to meet or exceed all applicable quality requirements.
Vendors	We will treat our vendors as partners, stand by our commitments to them and expect the same from them.
Stakeholders	We will ethically and responsibly increase stakeholder value by focusing on innovation, sustainable growth and strong financial performance.

Adjusted EBITDA Reconciliation

	Year Ended December 31,					Three Months Ended December 31,	
	2015	2016	2017	2018	2019	2018	2019
(\$ in millions)							
Net Income (Loss)	\$ 28.0	\$ (17.9)	\$ 1.3	\$ (185.2)	\$ (22.8)	\$ (202.0)	\$ 0.0
Income Tax Expense (Benefit)	(16.2)	(8.8)	0.7	(23.1)	10.8	(26.2)	0.6
Interest Expense (a)	8.1	6.3	4.3	2.0	1.9	0.6	0.4
Depreciation	2.7	1.8	3.2	4.7	5.9	1.3	1.5
Amortization	24.6	23.8	24.5	13.1	4.6	3.2	1.1
EBITDA	\$ 47.1	\$ 5.1	\$ 33.9	\$ (188.5)	\$ 0.3	\$ (223.1)	\$ 3.6
Impairments (b)	-	-	-	227.5	7.9	227.5	-
Share-based Compensation (c)	1.3	1.4	6.1	10.9	12.2	2.7	3.1
Severance and other termination benefits (d)	0.4	0.3	-	-	0.7	-	-
Board Fees and Expenses (e)	0.5	0.5	-	-	-	-	-
Professional Fees (f)	0.3	3.1	3.9	1.5	5.0	0.3	1.2
Unrealized Foreign Currency (Gain) Loss (g)	(12.8)	2.6	17.0	1.5	1.7	(0.7)	1.4
Realized Foreign Currency (Gain) Loss (h)	(13.0)	(0.1)	(17.2)	(1.6)	(0.7)	0.1	(1.1)
Change in Fair Value of Contingent Consideration (i)	-	-	5.5	(2.9)	0.0	0.1	-
Other (j)	2.3	1.0	0.3	1.2	1.1	0.7	0.2
Adjusted EBITDA	\$ 26.2	\$ 13.9	\$ 49.5	\$ 49.7	\$ 28.2	\$ 7.8	\$ 8.3
Adjusted EBITDA Margin	23%	14%	25%	22%	14%	15%	16%
2015 - 2019 Average Adjusted EBITDA Margin (k)	20%						
Adjusted EBITDA less Share-based Compensation	\$ 24.9	\$ 12.5	\$ 43.4	\$ 38.8	\$ 16.0	\$ 5.1	\$ 5.3

(a) Includes the write-off of the deferred loan costs of \$1,422 related to the prior credit agreement that were expensed when the debt was repaid with a portion of our net proceeds from the IPO during the second quarter of 2017.

(b) Represents non-cash impairment charges for goodwill and intangible assets as the fair values were lower than the carrying values.

(c) Represents non-cash compensation charges related to share-based compensation granted to our officers, employees and directors.

(d) Represents severance and other expenses associated with headcount reductions and other cost savings initiated as part of our restructuring initiatives.

(e) Represents Board fees and travel expenses paid to members of our Board, prior to our initial public offering permitted by the terms of our credit facilities prior credit agreement.

(f) Represents non-capitalizable costs of professional services incurred in connection with our IPO, financings and refinancings, legal proceedings and the evaluation of proposed and completed acquisitions.

(g) Represents unrealized foreign currency translation gains and losses primarily in respect of our indebtedness prior to 2018.

(h) Represents realized foreign currency translation gains and losses with respect to principal and interest payments related to our indebtedness prior to 2018.

(i) Represents the change in the fair value of the earn-outs associated with our acquisitions.

(j) Represents the impact of a research and development subsidy that is included in income tax expense (benefit) in accordance with GAAP, fees incurred in connection with refinancing our credit facilities, arbitration awards and other charges and credits.

(k) Calculated as total cumulative Adjusted EBITDA for 2013-2018 divided by total cumulative revenue for 2013-2018

Free Cash Flow Reconciliation



Leave nothing behind.

(\$ in millions)

	Year Ended December 31,					Three Months Ended December 31,	
	2015	2016	2017	2018	2019	2018	2019
Net Cash Provided by Operating Activities	\$ 4.4	\$ 10.7	\$ 16.1	\$ 14.0	\$ 17.9	\$ 6.4	\$ 13.1
Purchases of Property & Equipment*	(0.9)	(1.2)	(5.4)	(15.8)	(6.4)	(5.9)	(1.1)
Proceeds from Sales of Property & Equipment	0.4	0.3	0.4	0.4	1.4	0.1	0.6
Free Cash Flow	\$ 3.9	\$ 9.8	\$ 11.1	\$ (1.4)	\$ 12.9	\$ 0.6	\$ 12.6

* Includes purchase and development of software and technology