



NCS MULTISTAGE

Leading Global Energy Technology

Investor Update

March 2024

Disclaimer



Leading Global Energy Technology

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, financial guidance, 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 in Canada, the United States and internationally; oil and natural gas price fluctuations; significant competition for our products and services that results in pricing pressures, reduced sales, or reduced market share; inability to successfully implement our strategy of increasing sales of products and services into the U.S. and international markets; loss of significant customers; losses and liabilities from uninsured or underinsured business activities and litigation; our failure to identify and consummate potential acquisitions; the financial health of our customers including their ability to pay for products or services provided; our inability to integrate or realize the expected benefits from acquisitions; our inability to achieve suitable price increases to offset the impacts of cost inflation; loss of any of our key suppliers or significant disruptions negatively impacting our supply chain; risks in attracting and retaining qualified employees and key personnel; risks resulting from the operations of our joint venture arrangement; currency exchange rate fluctuations; impact of severe weather conditions; our inability to accurately predict customer demand, which may result in us holding excess or obsolete inventory; impairment in the carrying value of long-lived assets including goodwill; 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, guidelines and regulations for the use of explosives; change in trade policy, including the impact of tariffs; our inability to successfully develop and implement new technologies, products and services that align with the needs of our customers, including addressing the shift to more non-traditional energy markets as part of the energy transition; our inability to protect and maintain critical intellectual property assets or losses and liabilities from adverse decisions in intellectual property disputes; loss of, or interruption to, our information and computer systems; system interruptions or failures, including complications with our enterprise resource planning system, cybersecurity breaches, identity theft or other disruptions that could compromise our information; our failure to establish and maintain effective internal control over financial reporting; restrictions on the availability of our customers to obtain water essential to the drilling and hydraulic fracturing processes; changes in legislation or regulation governing the oil and natural gas industry, including restrictions on emissions of greenhouse gases; our inability to meet regulatory requirements for use of certain chemicals by our tracer diagnostics business; the reduction in our asset-based revolving credit facility borrowing base or our inability to comply with the covenants in our debt agreements; and our inability to obtain sufficient liquidity on reasonable terms, or at all.

For the reasons described above, as well as factors identified in the Company's Annual Report on Form 10-K and Quarterly Reports on Form 10-Q, 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 Gross Margin, Cost of Sales (excluding depreciation and amortization), Adjusted net loss, Adjusted loss per share, Adjusted EBITDA, Adjusted EBITDA margin, Adjusted EBITDA less Share-Based Compensation, Free Cash Flow, and Net Working Capital. 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. We do not present a qualitative or quantitative reconciliation of our forward-looking non-GAAP financial measures to the most directly comparable GAAP measure due to the inherent difficulty, without unreasonable efforts, in forecasting and quantifying with reasonable accuracy significant items required for this reconciliation.

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.

The NCS Investment Proposition



Leading Global Energy Technology

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 their 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 (3/6/2024)	\$15.35
Shares Outstanding (basic)	2.5
Equity Value	\$38.1
Plus: Total Debt	\$8.2
Plus: Non-controlling Interest	17.8
Less: Cash	(16.7)
Enterprise Value	\$47.3
Trailing 12-month Adjusted EBITDA	
Less Share-based Compensation*	\$7.8
Trailing 12-month Free Cash Flow*	3.1
Net Debt (Cash)	\$(8.6)
Total Debt/Total Book Capitalization	6.9%
Net Working Capital**	\$56.3

* See appendix for Adjusted EBITDA Less Share-Based Compensation and Free Cash Flow reconciliations. All amounts as of 12/31/2023 except as indicated.

** Calculated as current assets (excluding cash and cash equivalents) less current liabilities (excluding current maturities of long-term debt). See appendix for reconciliation.



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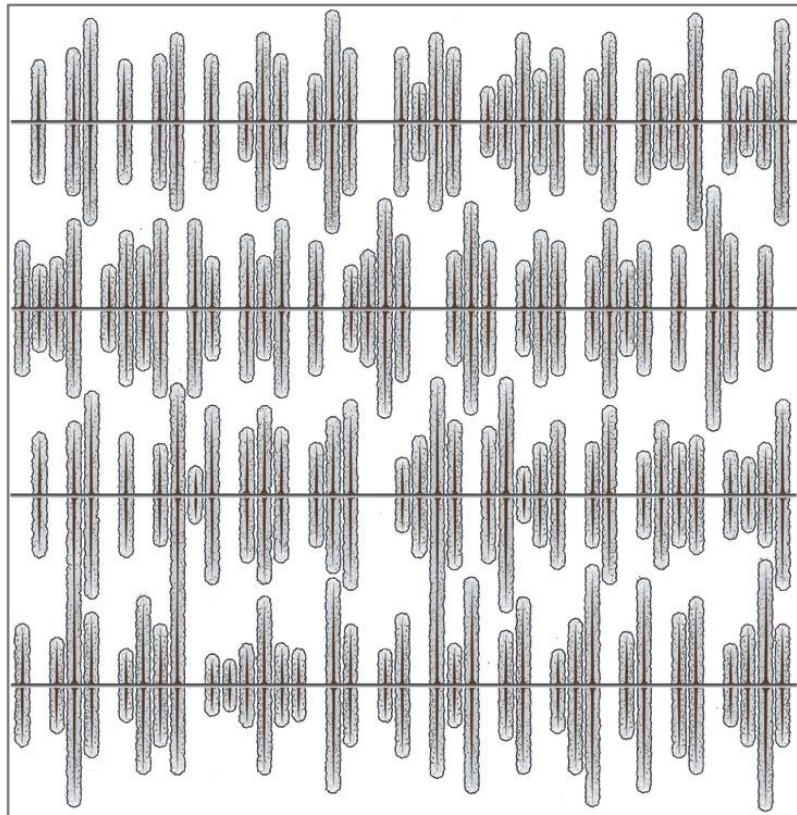
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Our Product and Service Offering

Fracturing Systems – Pinpoint Stimulation

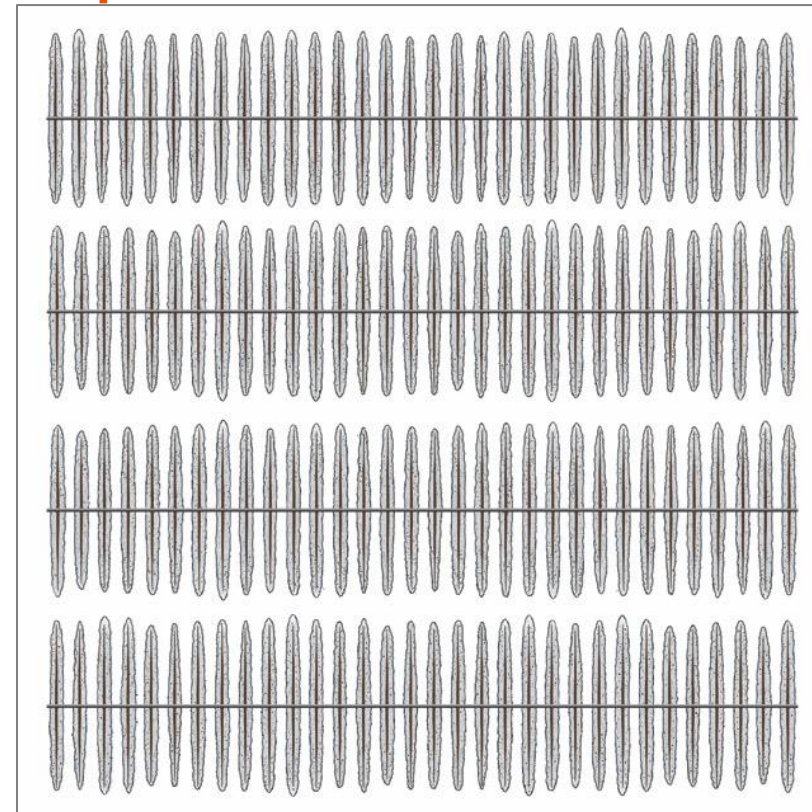
Pinpoint stimulation enables more predictable, repeatable and verifiable completions that maximize reservoir connectivity, as compared to other completion methods

Other Completion Methods



Unpredictable frac size and location

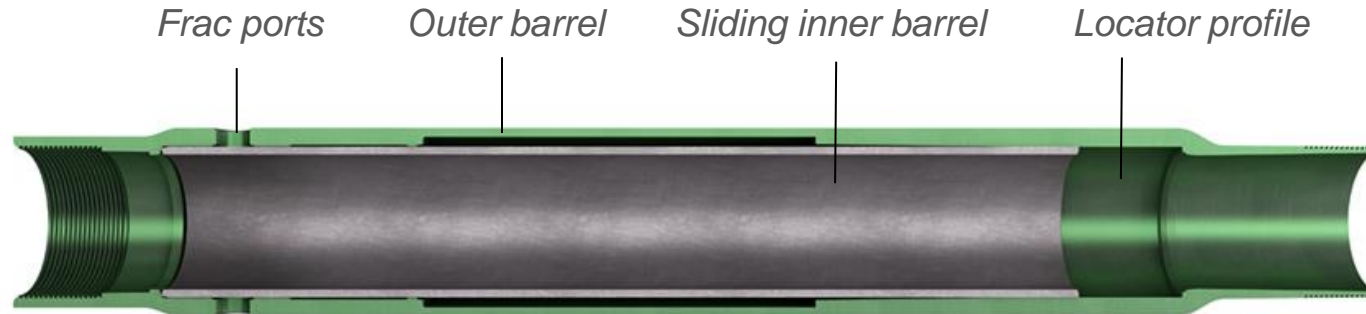
Pinpoint Stimulation



Controlled proppant placement

Fracturing Systems

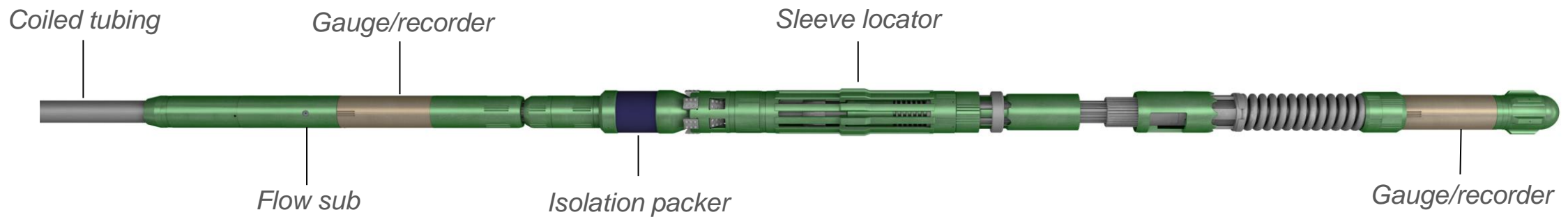
Innovus™ Casing-Installed MultiCycle® Frac Sleeve



Applications

- Fracturing control
- Selective production
- Solids control
- Water, gas and CO₂ injection
- Onshore and offshore
- Cemented or open hole

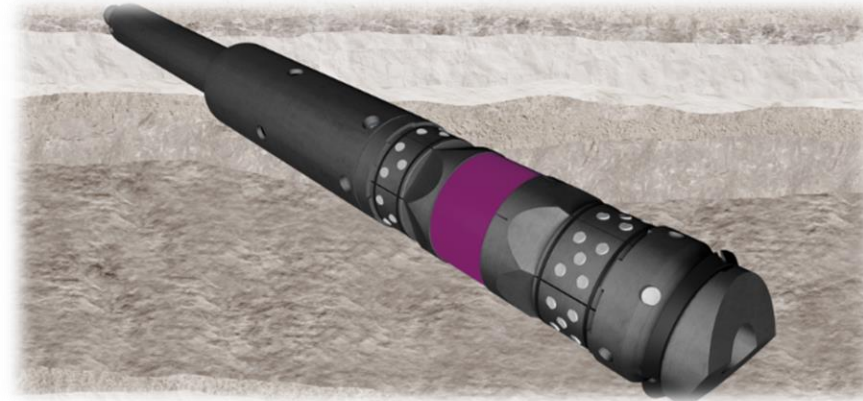
Innovus™ Downhole Frac-Isolation Assembly on Coiled Tubing



Repeat Precision Joint Venture

Repeat Precision

- 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
 - FracSure Express disposable frac plug deployment system; pre-assembled, compact, single-use system
 - Repeat Precision single-use, disposable frac plug setting tools
- PurpleFire factory-assembled modular perforating gun system
- Repeat Precision provides NCS with additional revenue exposure from plug-and-perf wells and is a valuable supply chain partner for NCS



FracSure Express frac-plug deployment system



PurpleFire factory-assembled modular perforating gun system

Tracer Diagnostics

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

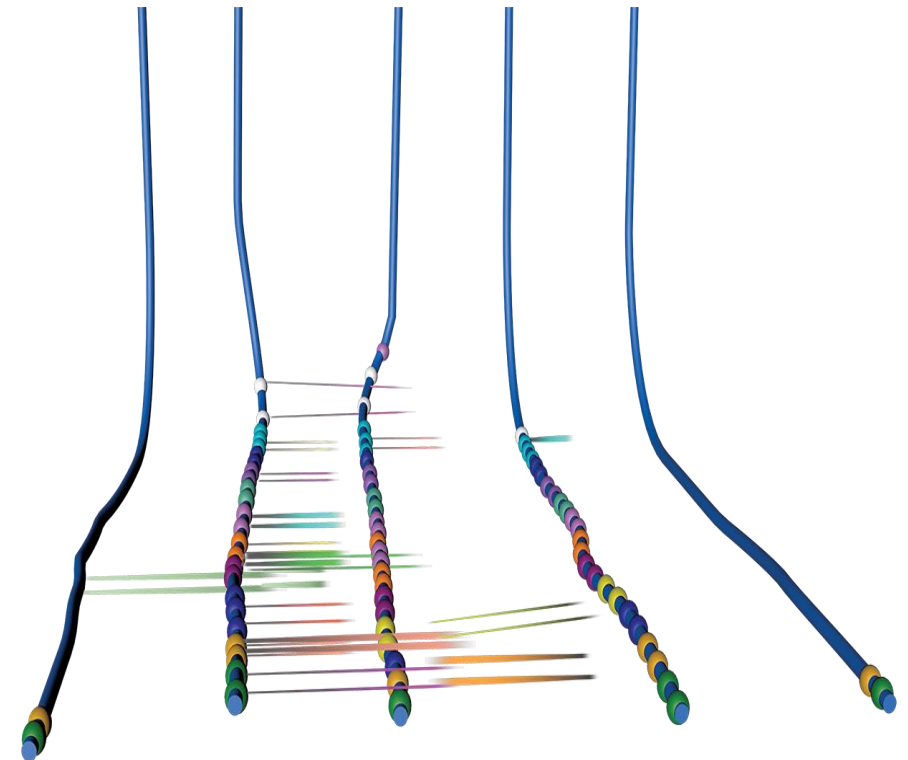
- Cost-effective and reliable service utilized by E&P companies to optimize completion designs and field development
 - Growing portfolio of chemical tracers, including:
 - FFI® tracers (liquid tracers, for identification of stage-specific fracture fluid returns)
 - OST® tracers (particulate tracers,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

How Customers Utilize Tracers

Common Tracer Uses

- Evaluate well spacing and diagnose frac hits
- Fast, economical completion design optimization
- Verify stage contributions
- Evaluate cluster efficiency
- Locate wellbore obstructions
- Monitor waterflood and gas flood efficiency

FirstView™ 3D interactive animation



Well Construction

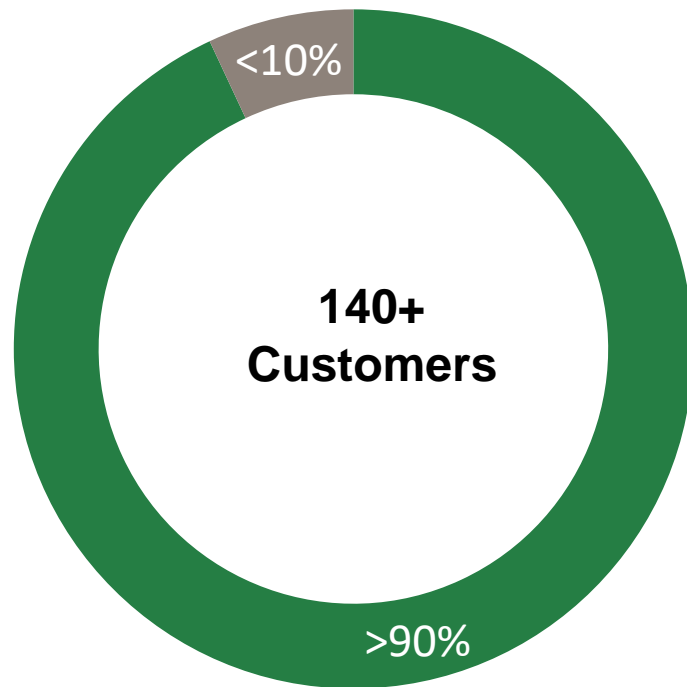
- Single-source provider of well construction solutions
 - Proprietary technologies to support casing and liner installation and for initial formation access
 - AirLock® casing buoyancy system
 - Vectraset™ liner hanger assembly
 - GoPort™ and Innovus™ toe initiation sleeves
 - Complemented by full line of casing accessories including shoe tracks, landing collars, centralizers, stage tools and packers



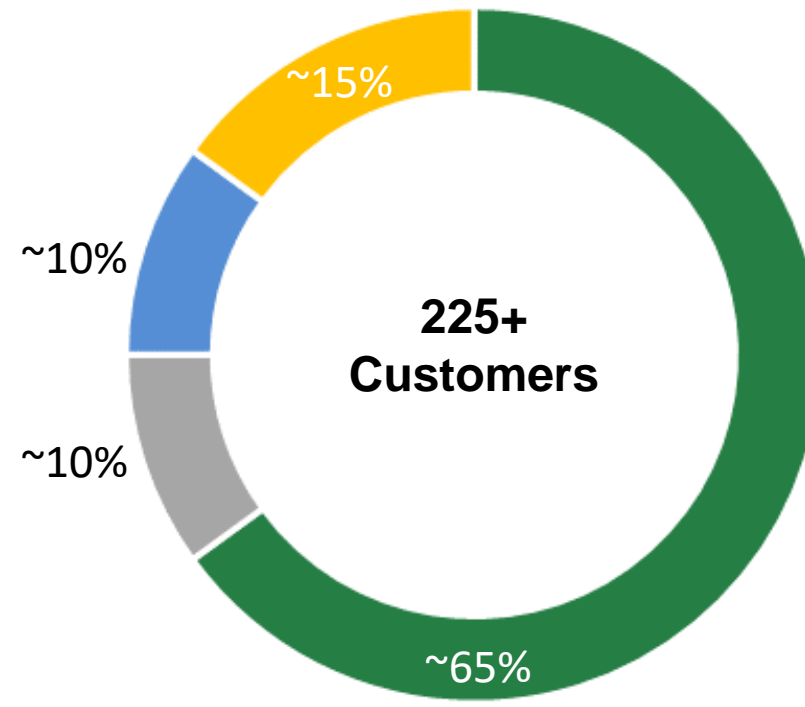
Expanded Addressable Market

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

2016 - \$98 mm Revenue



2023 - \$142 mm Revenue



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



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Growth and Financial Execution

Q4 and Full Year 2023 Financial Results



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Q4 2023 Performance:

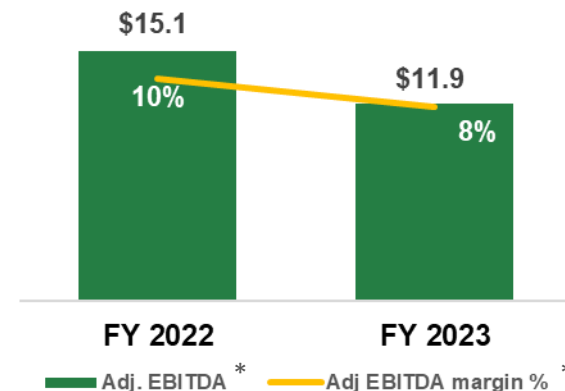
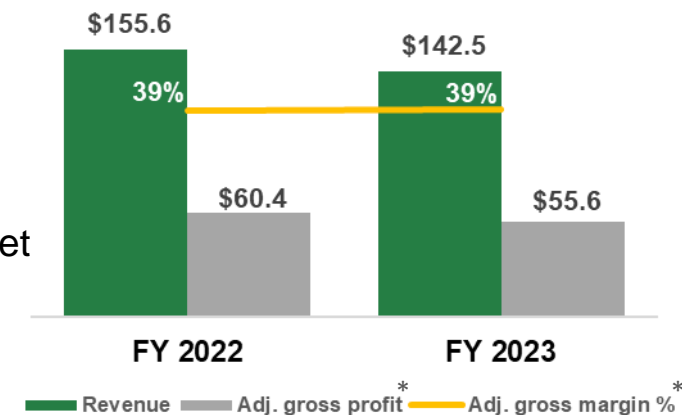
- Total revenue of \$35.2 million, a 12% decrease compared to Q4 2022
 - U.S. revenue of \$9.1 million; Canadian revenue of \$25.0 million; International revenue of \$1.2 million
- Adj. gross margin* of 37%
- SG&A of \$13.2 million, including \$0.9 million of non-cash share-based compensation
- Net income of \$39.6 million, earnings per diluted share of \$15.80, benefited by legal settlement, or excluding certain costs (primarily the effect of the legal settlement), an Adj. net loss* of \$(0.9) million, or adjusted loss per share* of \$(0.36)
- Adj. EBITDA* of \$2.5 million, a decrease of \$3.9 million compared to Q4 2022

Q4 2023 Balance Sheet and Cash Flow:

- December 31, 2023 cash balance of \$16.7 million and total debt of \$8.2 million
- Net working capital* of \$56.3 million and \$55.2 million at 12/31/23 and 12/31/22, respectively
- Q4 net capital expenditures of \$0.2 million and free cash flow* of \$6.1 million

* See appendix for Adj. gross profit, Adj. gross margin %, Adj. net loss, Adj. loss per share, Adj. EBITDA, Adj. EBITDA margin %, free cash flow and net working capital reconciliations.

FY '22 vs. '23 Results



Q1 and Full Year 2024 Financial Guidance



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Q1 2024 Financial Guidance*:

- Total revenue of \$36 - \$40 million
- Adjusted Gross Margin of 38% - 41%
- Adjusted EBITDA of \$3 - \$4 million
- Depreciation and amortization expense of \$1.2 million

Full Year 2024 Financial Guidance*:

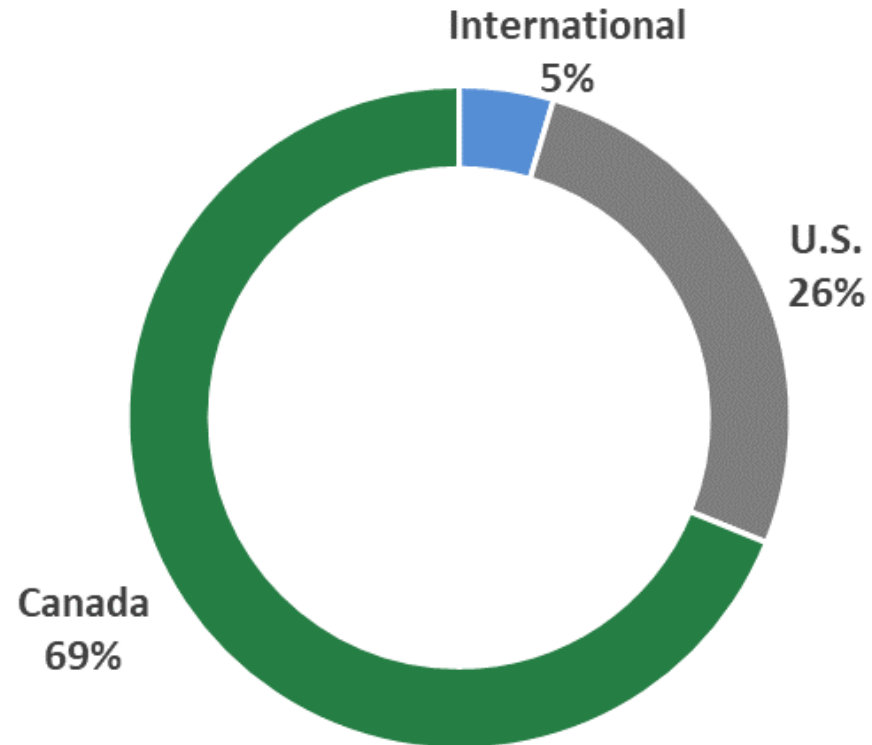
- Total revenue of \$145 - \$160 million, a year-over-year increase of 7% at the midpoint
- Adjusted EBITDA of \$13 - \$17 million, a year-over-year increase of 26% at the midpoint
- Gross capital expenditures of \$2 - \$3 million
- Positive Free Cash Flow

* Financial guidance as of March 7, 2024.

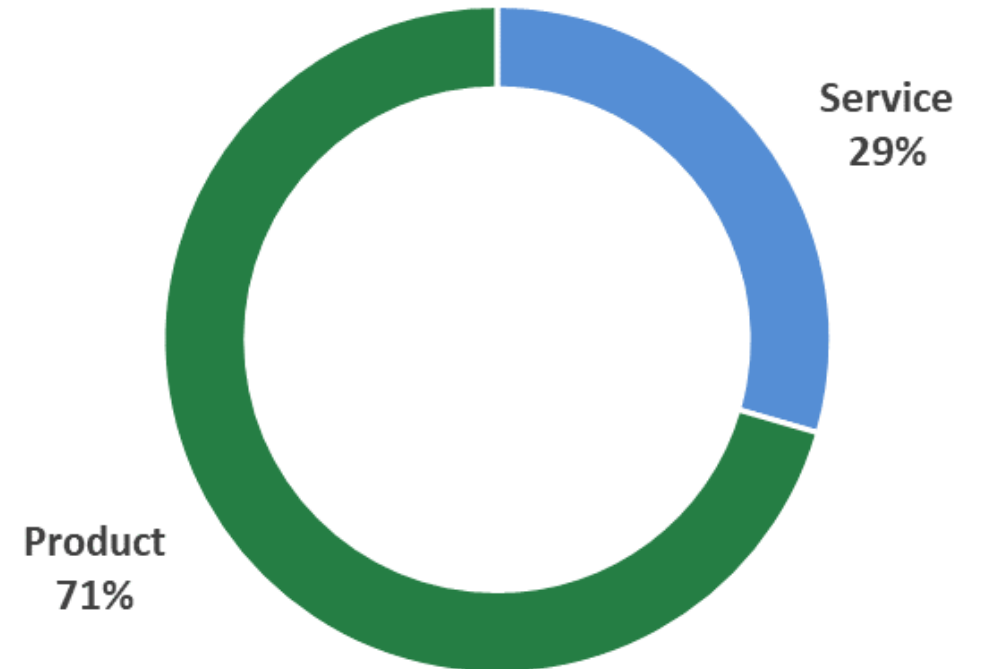
Revenue Profile

Revenue Contribution – Trailing Twelve Months Ended December 31, 2023

By Geography



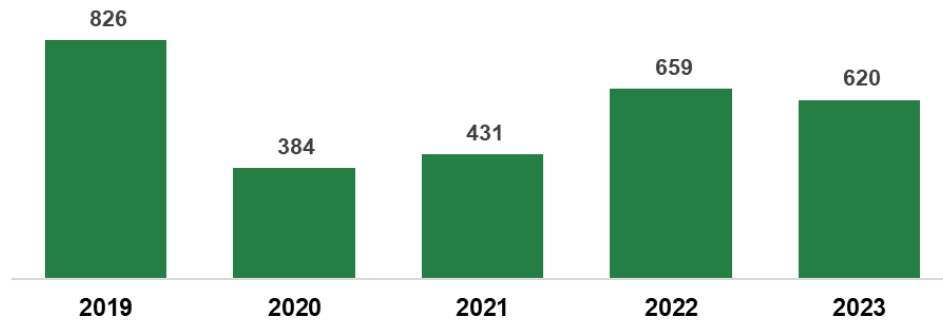
Product and Service Mix



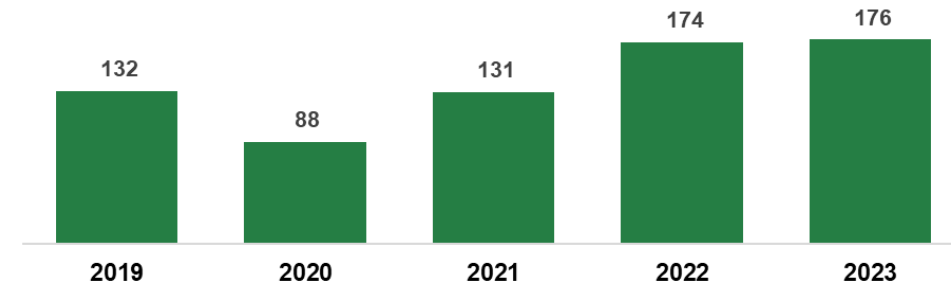
Key Market Drivers

NCS's business is most closely levered to drilling and completion activity

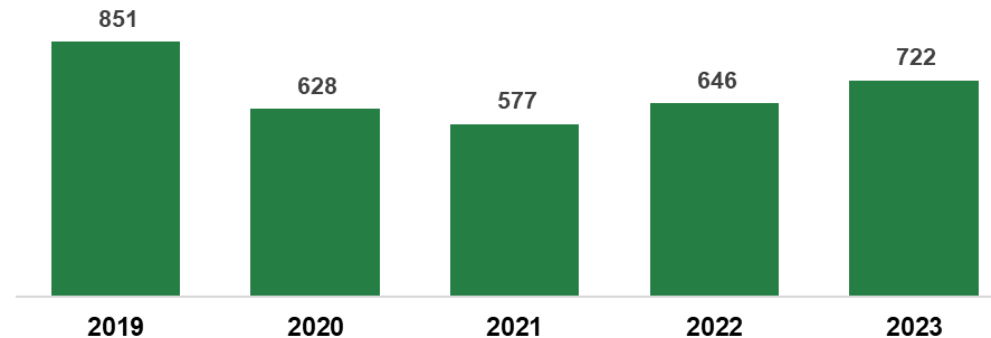
U.S. Average Horizontal Land Rig Count



Canada Average Land Rig Count



International Average Land Rig Count



Source: Baker Hughes

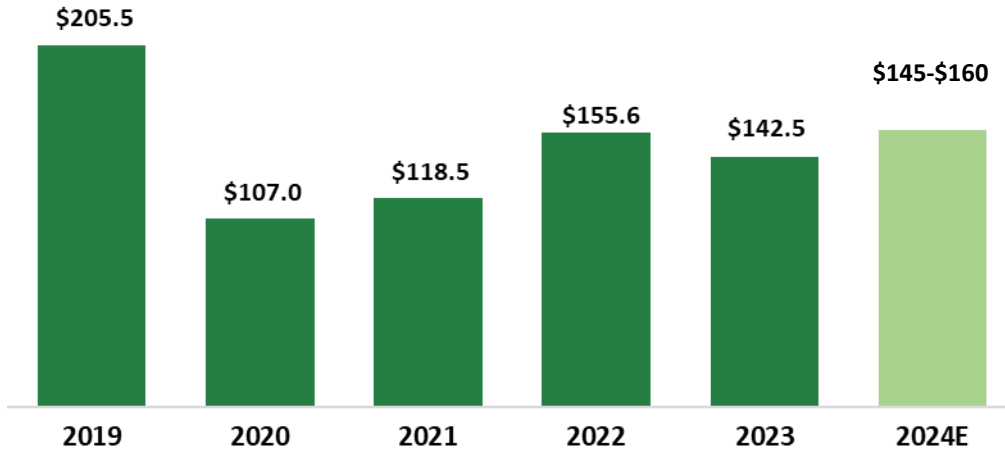
Attractive Financial Profile

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

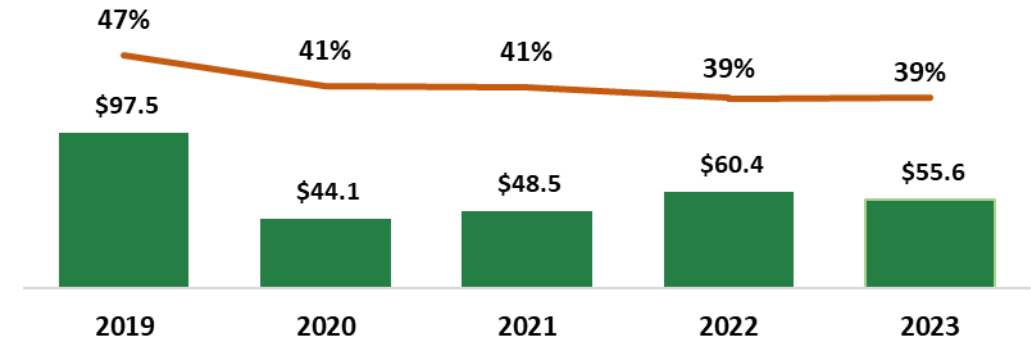


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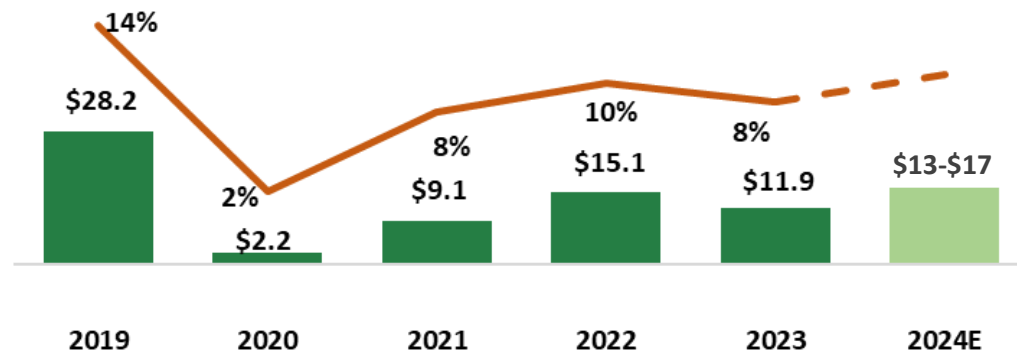
Revenue (millions)



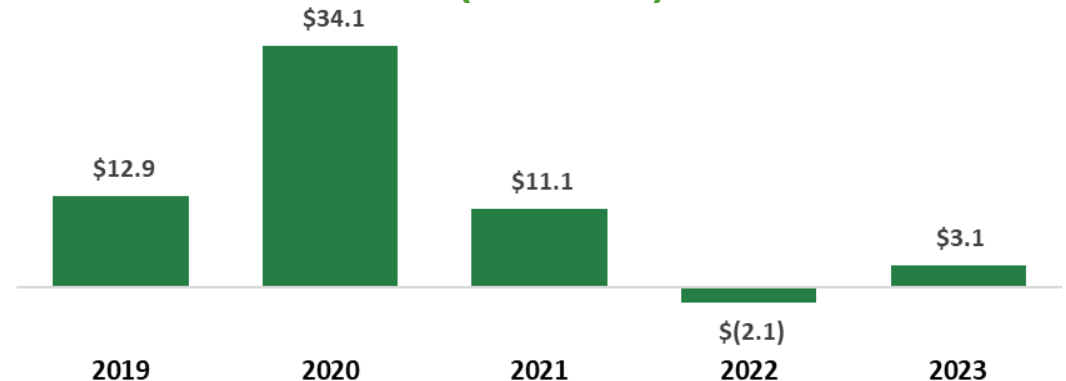
Adjusted Gross Profit* (millions) and Margin %



Adjusted EBITDA* (millions) and Margin %



Free Cash Flow* (millions)



* See Appendix for Adj. gross profit, Adj. gross margin, Adj. EBITDA, Adj. EBITDA margin and free cash flow reconciliations. Financial guidance as of March 7, 2024.

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Plus: Total Debt	\$8.2
Plus: Non-controlling Interest	17.8
Less: Cash	(16.7)
Enterprise Value	\$47.3
Trailing 12-month Adjusted EBITDA	
Less Share-based Compensation*	\$7.8
Trailing 12-month Free Cash Flow*	3.1
Net Debt (Cash)	\$(8.6)
Total Debt/Total Book Capitalization	6.9%
Net Working Capital**	\$56.3

* See appendix for Adjusted EBITDA Less Share-Based Compensation and Free Cash Flow reconciliations. All amounts as of 12/31/2023 except as indicated.

** Calculated as current assets (excluding cash and cash equivalents) less current liabilities (excluding current maturities of long-term debt). See appendix for reconciliation.



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Appendix

Guided by *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

(\$ in millions)	Year Ended December 31,					Three Months Ended December 31,		Nine Months Ended September 30,	
	2019	2020	2021	2022	2023	2022	2023	2022	2023
Net (Loss) Income	\$ (22.8)	\$ (39.1)	\$ (3.8)	\$ (1.0)	\$ (3.1)	\$ 2.3	\$ 39.8	\$ (1.0)	\$ (3.1)
Income tax expense (benefit)	10.8	(7.8)	0.3	0.4	(0.2)	1.0	0.1	0.4	(0.2)
Interest expense	1.9	1.8	0.7	1.0	0.6	0.2	0.1	1.0	0.6
Depreciation	5.9	4.4	3.8	3.7	3.9	0.9	1.1	3.7	3.9
Amortization	4.6	1.5	0.7	0.7	0.7	0.2	0.2	0.7	0.7
EBITDA	\$ 0.3	\$ (39.2)	\$ 1.7	\$ 4.7	\$ 1.9	\$ 4.6	\$ 41.3	\$ 4.7	\$ 1.9
Provision for litigation (a)	-	-	-	-	1.8	-	(40.7)	-	1.8
Impairments (b)	7.9	50.2	-	-	-	-	-	-	-
Gain on patent infringement settlement (c)	-	(25.7)	-	-	-	-	-	-	-
Share-based compensation (d)	12.2	7.7	4.2	3.5	4.2	1.0	0.9	3.5	4.2
Severance and other termination benefits (e)	0.7	5.7	-	-	1.4	-	0.5	-	1.4
Net benefit of ERC (f)	-	-	(1.9)	-	-	-	-	-	-
Professional fees (g)	5.0	1.3	4.9	5.7	1.5	0.8	0.3	5.7	1.5
Foreign currency exchange (gain) loss (h)	1.0	1.1	(0.3)	0.3	(0.5)	(0.3)	(0.5)	0.3	(0.5)
Write-off of constructed asset (i)	-	-	-	-	0.7	-	0.7	-	-
Other (j)	1.1	1.1	0.5	1.0	0.9	0.3	0.2	1.0	0.9
Adjusted EBITDA	\$ 28.2	\$ 2.2	\$ 9.1	\$ 15.1	\$ 11.9	\$ 6.4	\$ 2.5	\$ 15.1	\$ 11.3
Adjusted EBITDA Margin	14%	2%	8%	10%	8%	16%	7%	10%	8%
2019 - 2023 Average Adjusted EBITDA Margin (k)	9%								
Adjusted EBITDA less Share-based Compensation	\$ 16.0	\$ (5.5)	\$ 4.9	\$ 11.7	\$ 7.8	\$ 5.4	\$ 1.7	\$ 11.7	\$ 7.1

(a) Represents litigation provision associated with certain litigation matters. In 2023, we recorded a \$40.8 million legal contingency accrual associated with a judgment, accrued interest and other costs associated with a product defect case in Texas. This matter was settled in the fourth quarter of 2023 by the parties, whereby our insurance company agreed to pay \$15.0 million, with no cash impact to NCS. Therefore, this accrual was reversed in the fourth quarter of 2023. In addition, we paid a \$1.8 million judgment during the fourth quarter of 2023 associated with a Canadian patent matter, which is subject to appeal.

(b) Represents non-cash impairment charges for property and equipment, goodwill and intangible assets.

(c) Represents gain realized from the settlement of the final court judgment with Diamondback Industries.

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

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

(f) Represents Employee Retention Credit, ERC, recorded during the period less the effect on bonus and associated payroll burden accruals.

(g) Represents non-capitalizable costs of professional services incurred in connection with our legal proceedings associated with the assertion of, or defense of, intellectual property.

(h) Represents unrealized and realized foreign currency translation gains and losses.

(i) Represents write-off of a constructed asset which was deemed to have no further service potential.

(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 2018-2023 divided by total cumulative revenue for 2018-2023.

Adjusted Gross Profit and Adjusted Gross Margin Reconciliation

(\$ in millions)

	Year Ended December 31,		Three Months Ended December 31,	
	2022	2023	2022	2023
Total revenues	\$ 155.6	\$ 142.5	\$ 40.2	\$ 35.2
Total cost of sales, exclusive of DD&A	95.2	86.9	24.1	22.4
Total DD&A associated with cost of sales	2.0	2.2	0.5	0.6
Gross Profit	\$ 58.4	\$ 53.4	\$ 15.6	\$ 12.3
Gross Margin	38%	37%	39%	35%
Exclude total DD&A associated with cost of sales	(2.0)	(2.2)	(0.5)	(0.6)
Adjusted Gross Profit	\$ 60.4	\$ 55.6	\$ 16.1	\$ 12.9
Adjusted Gross Margin	39%	39%	40%	37%

Adjusted Net (Loss) Income and Adjusted (Loss) Earnings per Share Reconciliation

(\$ in millions, excluding per-share figures)

	Year Ended December 31,				Three Months Ended December 31,			
	Effect on Net Loss	Impact on Diluted Loss Per Share	Effect on Net Loss	Impact on Diluted Loss Per Share	Effect on Net Income	Impact on Diluted Earnings Per Share	Effect on Net Income (Loss)	Impact on Diluted Earnings (Loss) Per Share
	2022		2023		2022		2023	
Net (loss) income attributable to NCS Multistage Holdings, Inc.	\$ (1.1)	\$ (0.45)	\$ (3.2)	\$ (1.27)	\$ 2.0	\$ 0.81	\$ 39.6	\$ 15.80
Adjustments								
Provision for litigation, net of recoveries (a)	-	-	1.8	0.73	-	-	(40.7)	(16.22)
Write-off of constructed asset (b)	-	-	0.7	0.26	-	-	0.7	0.26
Realized and unrealized foreign currency loss (c)	0.4	0.15	(0.4)	(0.17)	(0.2)	(0.08)	(0.5)	(0.22)
Write-off of deferred loan costs (d)	0.2	0.08	-	-	-	-	-	-
Income tax impact from adjustments (e)	0.3	0.13	(0.1)	(0.06)	0.1	0.02	0.1	0.02
Adjusted net (loss) income attributable to NCS Multistage Holdings, Inc.	\$ (0.2)	\$ (0.09)	\$ (1.3)	\$ (0.51)	\$ 1.8	\$ 0.75	\$ (0.9)	\$ (0.36)

- (a) Represents litigation provision associated with certain litigation matters. In 2023, we recorded a \$40.8 million legal contingency accrual associated with a judgment, accrued interest and other costs associated with a product defect case in Texas. This matter was settled in the fourth quarter of 2023 by the parties, whereby our insurance company agreed to pay \$15.0 million, with no cash impact to NCS. Therefore, this accrual was reversed in the fourth quarter of 2023. In addition, we paid a \$1.8 million judgment during the fourth quarter of 2023 associated with a Canadian patent matter, which is subject to appeal.
- (b) Represents write-off of a constructed asset which was deemed to have no further service potential in December 2023.
- (c) Represents realized and unrealized foreign currency exchange gains and losses attributable to NCS Multistage Holdings, Inc. primarily due to movement in the foreign currency exchange rates during the applicable periods.
- (d) Represents deferred loan costs expensed during the second quarter of 2022 associated with the prior credit facility replaced in May 2022.
- (e) Represents income tax impacts based on applicable effective tax rates. The 2022 amounts were changed from prior presentation to exclude the effect of valuation allowance adjustments.

Free Cash Flow and Net Working Capital Reconciliations



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Free Cash Flow

(\$ in millions)

Net cash provided by operating activities
Purchases of property & equipment*
Proceeds from sales of property & equipment

Free Cash Flow

Distribution to non-controlling interest

Free Cash Flow less Distributions to Non-controlling Interest

Year Ended December 31,				
2019	2020	2021	2022	2023
\$ 17.9	\$ 35.1	\$ 11.6	\$ (1.4)	\$ 4.8
(6.4)	(2.2)	(0.8)	(1.1)	(2.2)
1.4	1.1	0.4	0.4	0.5
\$ 12.9	\$ 34.1	\$ 11.1	\$ (2.1)	\$ 3.1
(6.0)	(17.6)	(2.8)	-	(0.5)
\$ 6.9	\$ 16.5	\$ 8.4	\$ (2.1)	\$ 2.6

Three Months Ended December 31,	
2022	2023
\$ 7.6	\$ 6.2
(0.3)	(0.2)
0.0	0.1
\$ 7.4	\$ 6.1
-	(0.5)
\$ 7.4	\$ 5.6

Net Working Capital

(\$ in millions)

	December 31, 2022	December 31, 2023
Working capital	\$ 70.0	\$ 71.2
Cash and cash equivalents	(16.2)	(16.7)
Current maturities of long term debt	1.5	1.8
Net Working Capital	\$ 55.2	\$ 56.3

* Includes purchase and development of software and technology