



NCS MULTISTAGE

Leading Global Energy Technology

Investor Update

May 2023

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; 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; inability to successfully implement our strategy of increasing sales of products and services into the U.S. and international markets; loss of significant customers; our inability to protect and maintain critical intellectual property assets; losses and liabilities from uninsured or underinsured business activities and litigation; our failure to identify and consummate potential acquisitions; our inability to integrate or realize the expected benefits from acquisitions; loss of any of our key suppliers or significant disruptions negatively impacting our supply chain; our inability to achieve suitable price increases to offset the impacts of cost inflation; risks in attracting and retaining qualified employees and key personnel or related to labor cost inflation; risks resulting from the operations of our joint venture arrangement; currency exchange rate fluctuations; uncertainties relating to the recent bank failures and Federal Deposit Insurance Corporation response; impact of severe weather conditions; 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; change in trade policy, including the impact of tariffs; our inability to accurately predict customer demand, which may result in us holding excess or obsolete inventory; 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; the financial health of our customers including their ability to pay for products or services provided; loss of our information and computer systems; system interruptions or failures, including complications with our enterprise resource planning system, cyber-security breaches, identity theft or other disruptions that could compromise our information; impairment in the carrying value of long-lived assets including goodwill; our failure to establish and maintain effective internal control over financial reporting; the reduction in our ABL 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 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

* See appendix for Adjusted EBITDA Less Share-Based Compensation and Free Cash Flow reconciliations. All amounts as of 3/31/2023 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.

Trading Statistics and Selected Financial Metrics*

(In millions, except per share amounts)

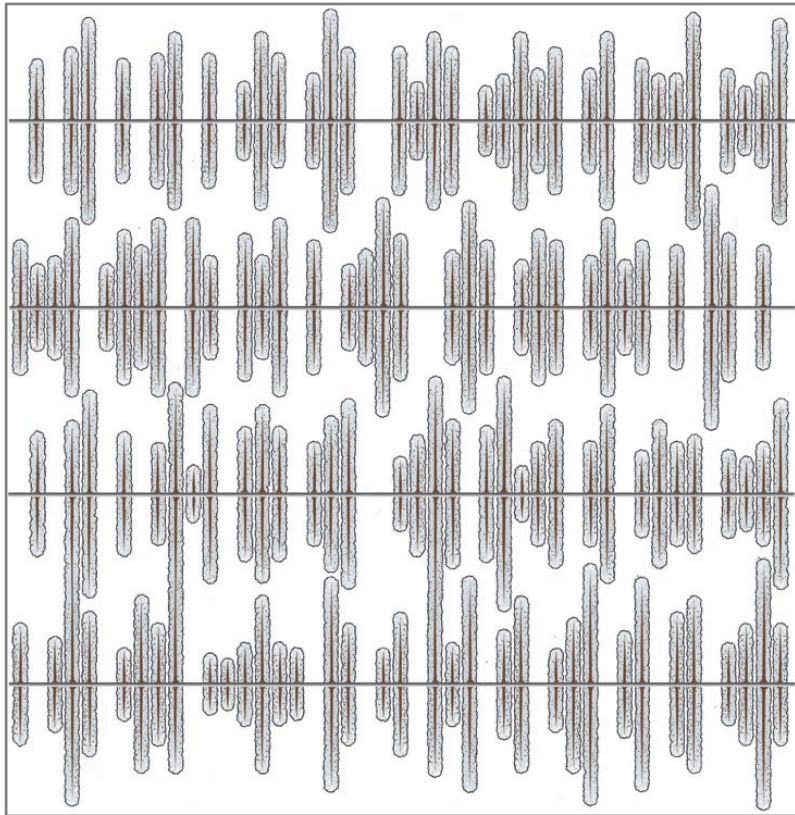
Share Price (5/8/2023)	\$19.44
Shares Outstanding (basic)	2.5
Equity Value	\$47.7
Plus: Total Debt	\$8.4
Plus: Non-controlling Interest	18.2
Less: Cash	(13.6)
Enterprise Value	\$60.6
Trailing 12-month Adjusted EBITDA	
Less Share-based Compensation*	\$14.1
Trailing 12-month Free Cash Flow*	2.1
Net Debt (Cash)	(\$5.2)
Total Debt/Total Book Capitalization	8.1%
Net Working Capital**	\$61.7

Fracturing Systems – Pinpoint Stimulation

Fracturing Systems

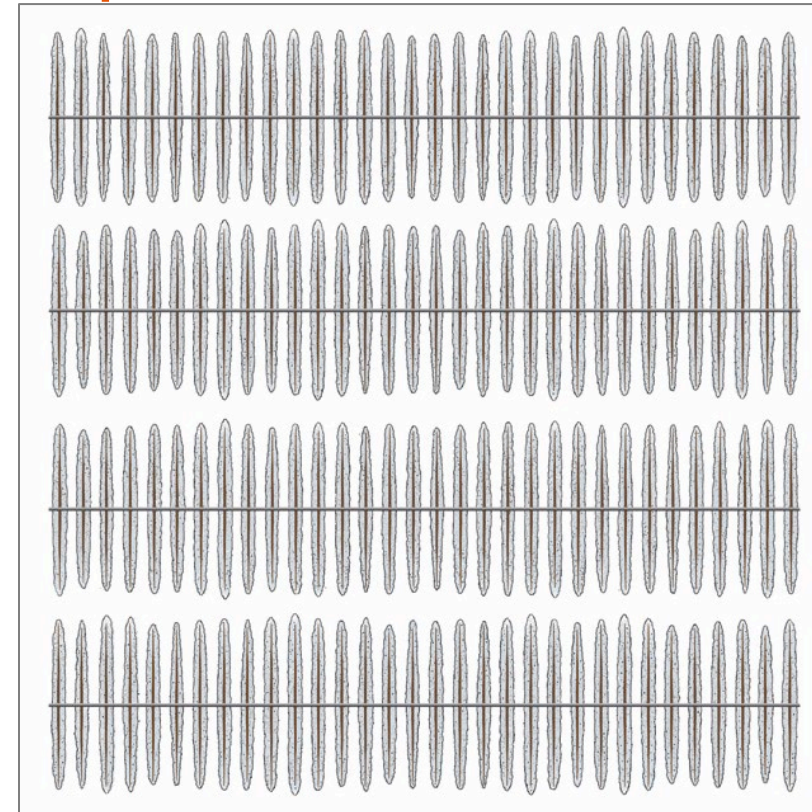
Pinpoint stimulation enables more predictable, repeatable and verifiable completions that maximize reservoir connectivity, as compared to other completion methods

Other Completion Methods



Unpredictable frac size and location

Pinpoint Stimulation

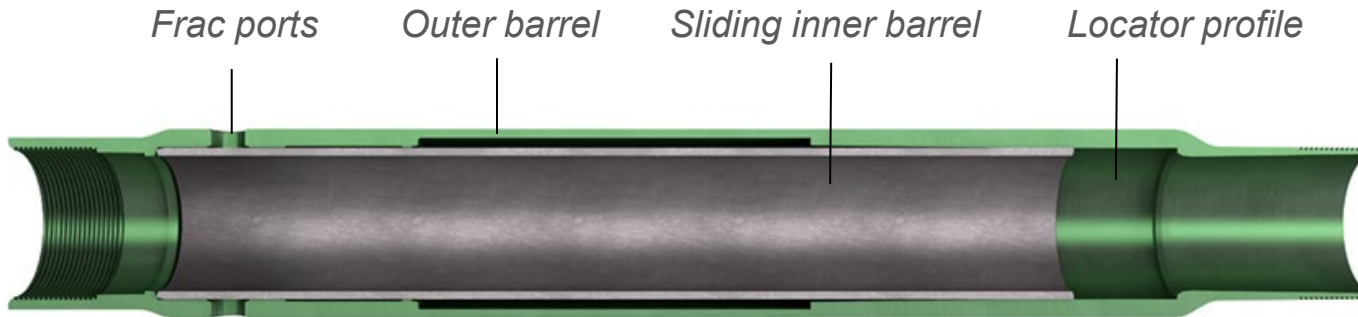


Controlled proppant placement

Fracturing Systems

Fracturing Systems

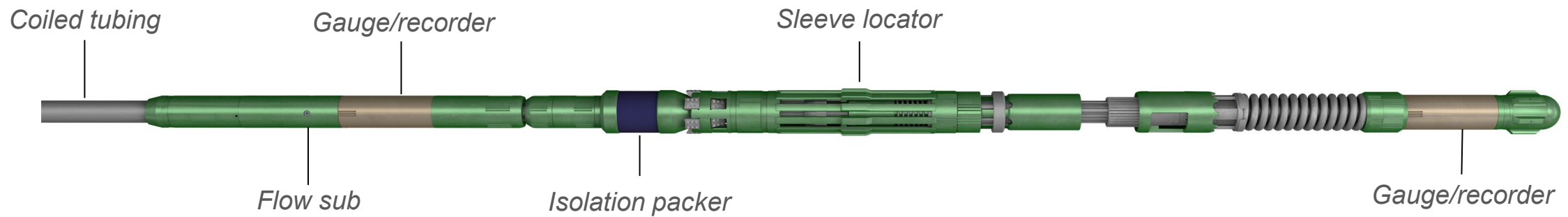
Innovus™ Casing-Installed MultiCycle® Frac Sleeve



Applications

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

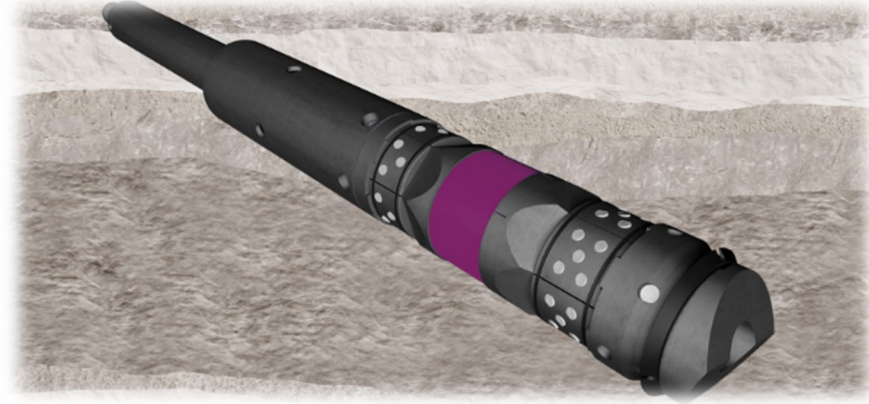
Innovus™ Downhole Frac-Isolation Assembly on Coiled Tubing



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
 - PurpleSeal 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



PurpleSeal Express™ frac-plug deployment system



PurpleFire factory-assembled modular perforating gun system

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

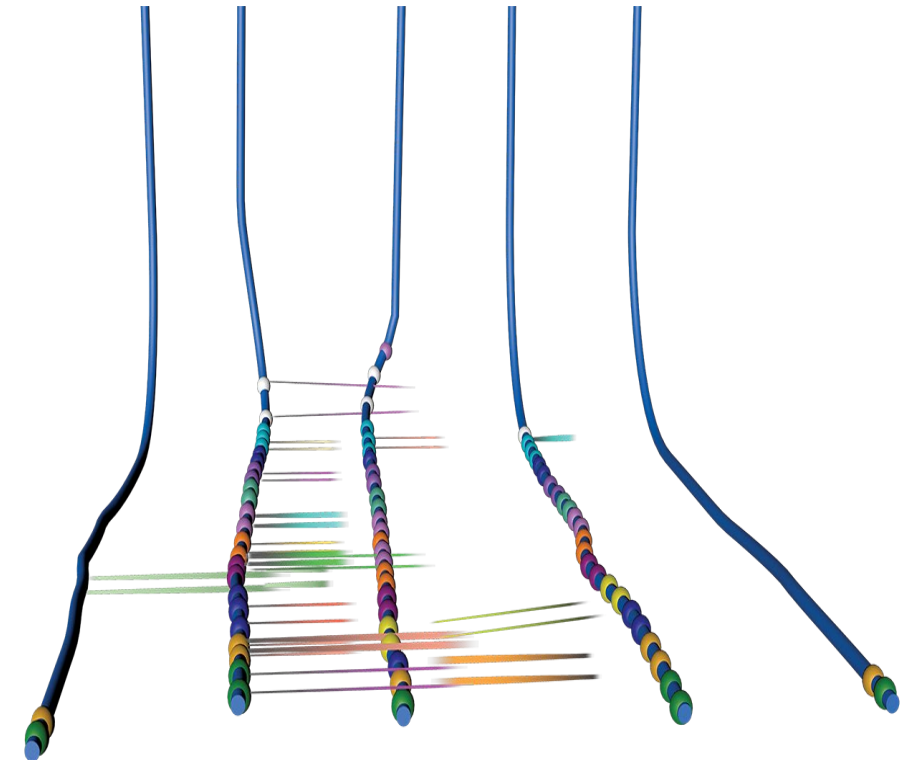
- Cost-effective and reliable service utilized by E&P companies to optimize completion designs and field development
 - Growing portfolio of chemical tracers, including:
 - FFI® tracers (liquid tracers, for identification of stage-specific fracture fluid returns)
 - OST® tracers (particulate tracers, 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 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

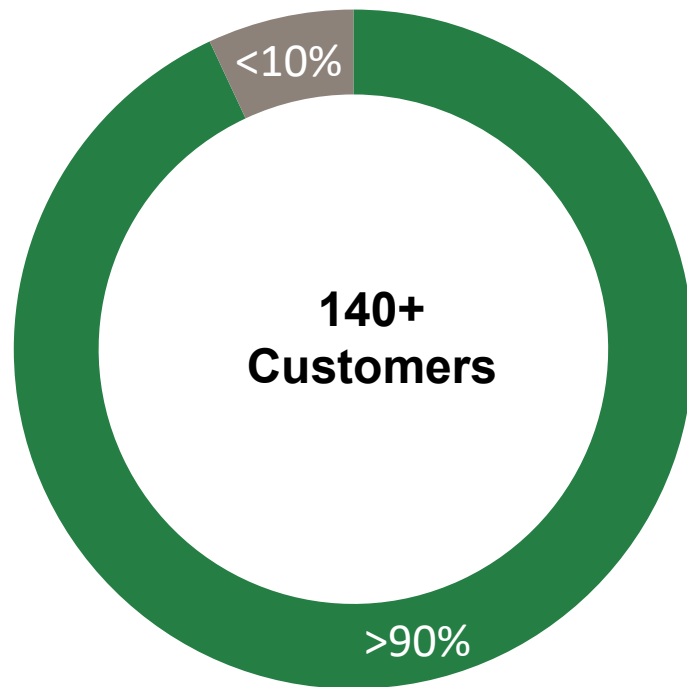
- Single-source provider of well construction solutions
 - Proprietary technologies to support casing and liner installation and for initial formation access
 - AirLock® casing buoyancy system
 - Vectraset™ liner hanger assembly
 - GoPort™ and Innovus™ toe initiation sleeves
- Complemented by full line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



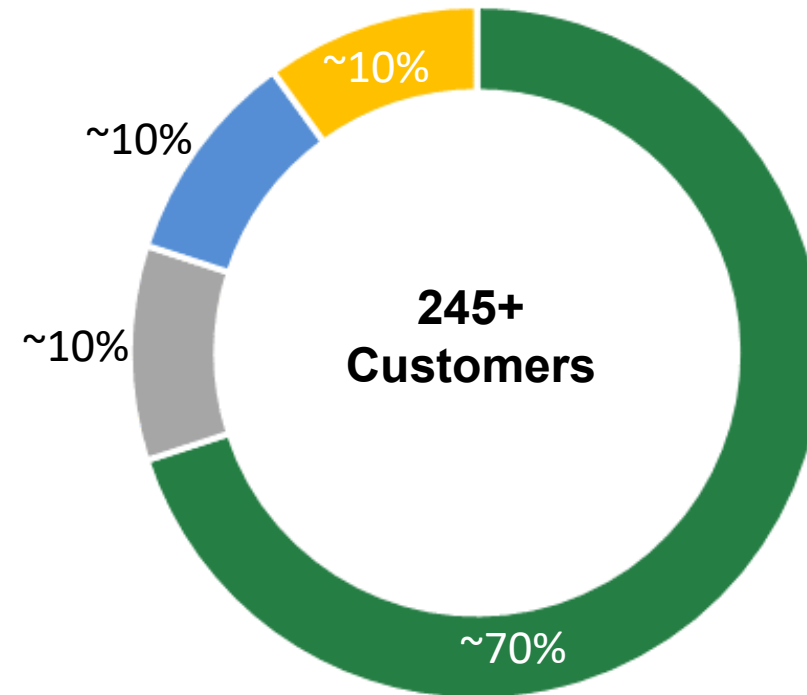
Expanded Addressable Market

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



2022 - \$156 mm Revenue



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



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Growth and Financial Execution

Q1 2023 Financial Results



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Q1 2023 Performance:

- Total revenue of \$43.6 million, an 11% increase compared to Q1 2022
 - U.S. revenue of \$11.3 million; Canadian revenue of \$30.7 million; International revenue of \$1.6 million
- Cost of sales, excluding depreciation and amortization, of \$25.0 million
- S,G&A of \$16.2 million, including \$0.9 million of non-cash share-based compensation
- Adjusted EBITDA* of \$4.9 million, an increase of \$2.6 million compared to Q1 2022

Q1 2023 Balance Sheet and Cash Flow:

- March 31 cash balance and total debt of \$13.6 million and \$8.4 million, respectively
- Net working capital* of \$61.7 million and \$55.0 million at 3/31/23 and 3/31/22, respectively
- Q1 net capital expenditures of \$0.5 million and free cash flow* of \$(2.0) million

* See appendix for Adjusted EBITDA, free cash flow and net working capital reconciliations.

Q2 2023 and 2023 Full Year Financial Guidance



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Q2 2023 Financial Guidance*:

- Total Revenue of \$27 - \$30 million
- Adjusted EBITDA of \$(3) - \$(2) million
- Depreciation and amortization expense of \$1 million

Full Year 2023 Financial Guidance*:

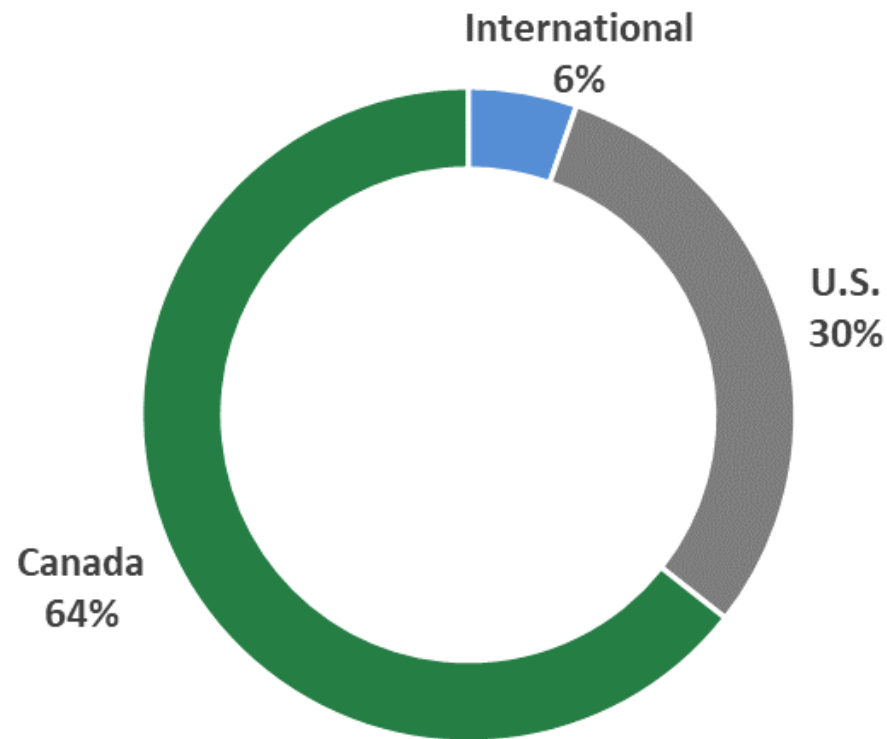
- Total revenue of \$170 - \$185 million
- Adjusted EBITDA of \$20 - \$25 million
- Gross capital expenditures of \$3 - \$5 million

* Financial guidance as of May 9, 2023.

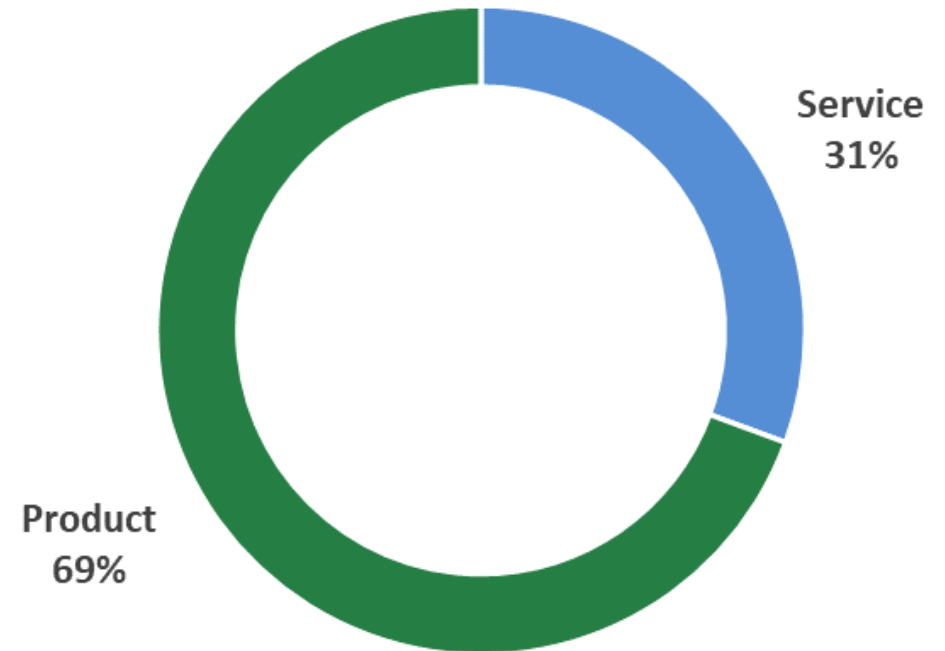
Revenue Profile

Revenue Contribution – Twelve Months Ended March 31, 2023

By Geography



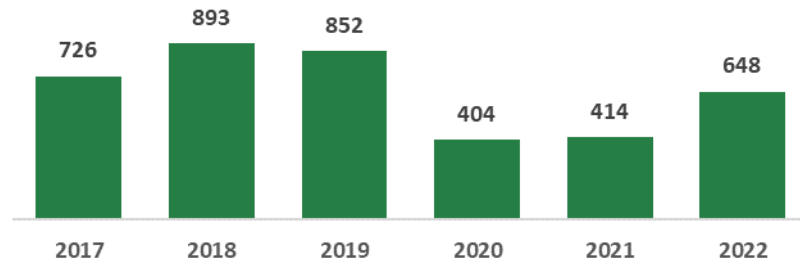
Product and Service Mix



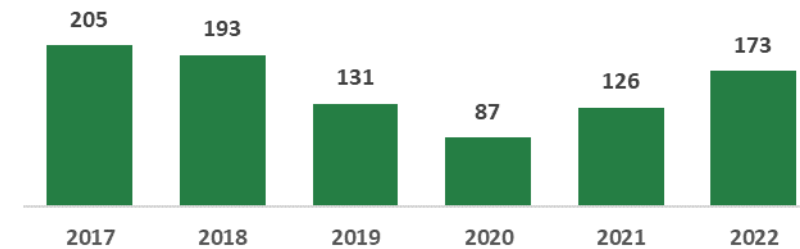
Key Market Drivers

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

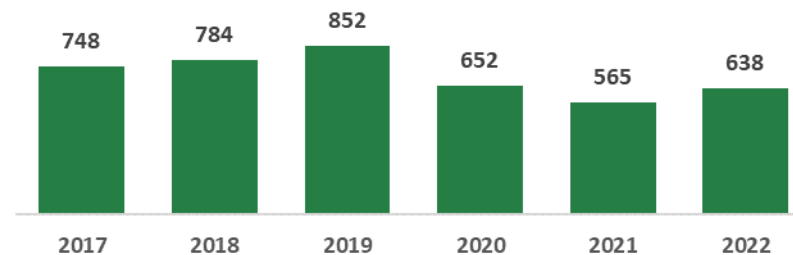
U.S. Average Horizontal Land Rig Count



Canada Average Land Rig Count



International Average Land Rig Count

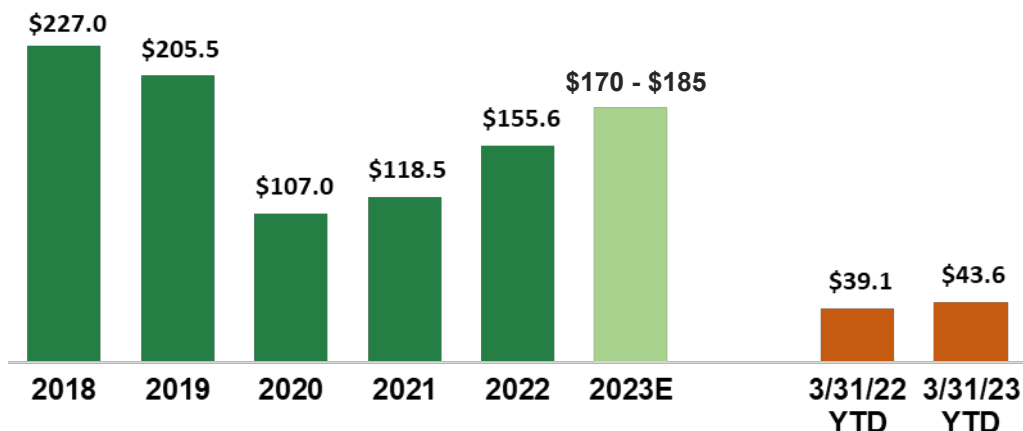


Source: Baker Hughes

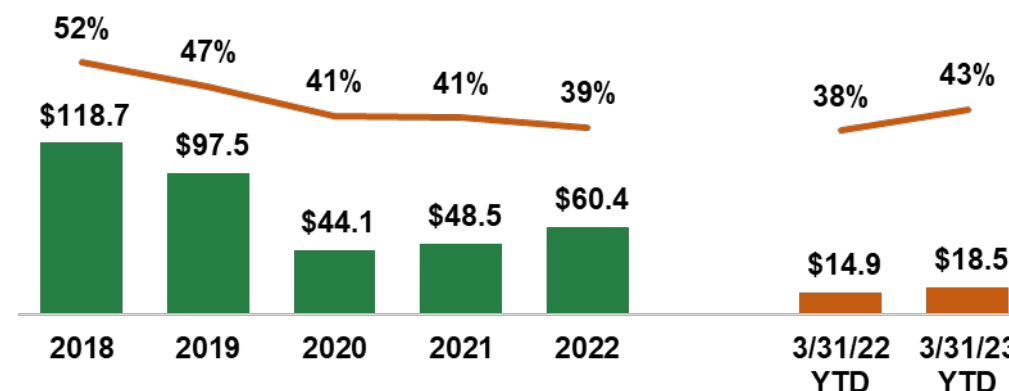
Attractive Financial Profile

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

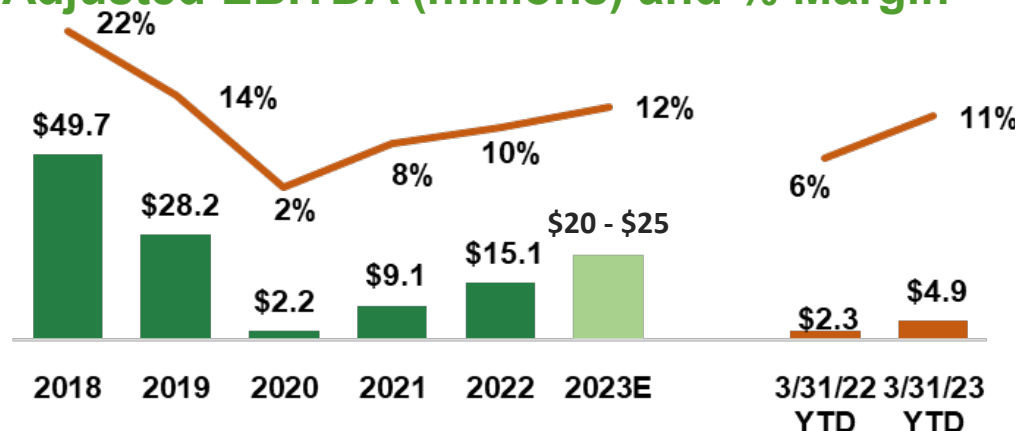
Revenue (millions)



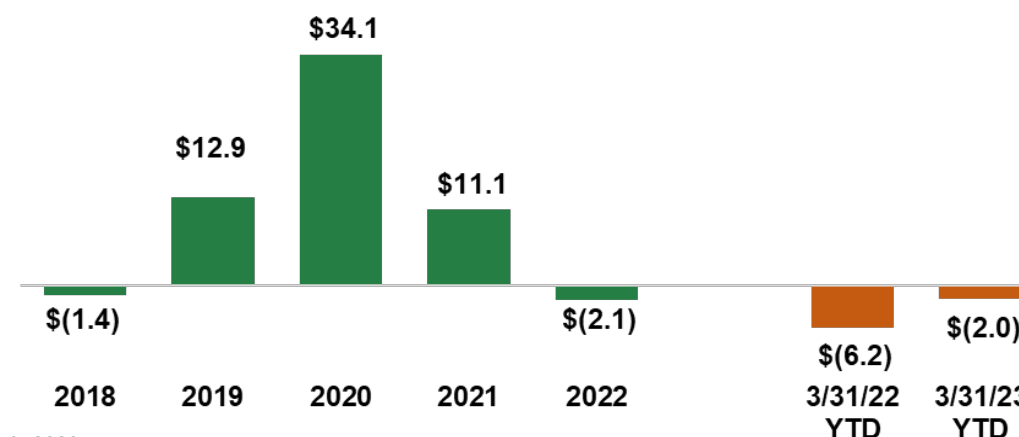
Gross Profit (millions) and % Margin



Adjusted EBITDA (millions) and % Margin*



Free Cash Flow (millions)*



** See Appendix for Adjusted EBITDA, Adjusted EBITDA margin and free cash flow reconciliations. Financial guidance as of May 9, 2023.

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Net Working Capital**	\$61.7

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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



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(\$ in millions)

	Year Ended December 31,					Three Months Ended March 31,	
	2018	2019	2020	2021	2022	2022	2023
Net Income (Loss)	\$ (185.2)	\$ (22.8)	\$ (39.1)	\$ (3.8)	\$ (1.0)	\$ (1.7)	\$ (15.0)
Income Tax Expense (Benefit)	(23.1)	10.8	(7.8)	0.3	0.4	(0.0)	(1.1)
Interest Expense (a)	2.0	1.9	1.8	0.7	1.0	0.2	0.2
Depreciation	4.7	5.9	4.4	3.8	3.7	0.9	0.9
Amortization	13.1	4.6	1.5	0.7	0.7	0.2	0.2
EBITDA	\$ (188.5)	\$ 0.3	\$ (39.2)	\$ 1.7	\$ 4.7	\$ (0.5)	\$ (14.8)
Provision for litigation (b)	-	-	-	-	-	-	17.5
Impairments (c)	227.5	7.9	50.2	-	-	-	-
Gain on patent infringement settlement (d)	-	-	(25.7)	-	-	-	-
Share-based Compensation (e)	10.9	12.2	7.7	4.2	3.5	0.8	0.9
Severance and other termination benefits (f)	-	0.7	5.7	-	-	-	-
Net benefit of ERC (g)	-	-	-	(1.9)	-	-	-
Professional Fees (h)	1.5	5.0	1.3	4.9	5.7	2.1	1.1
Unrealized Foreign Currency (Gain) Loss (i)	1.5	1.7	(0.4)	0.4	0.6	(0.2)	(0.0)
Realized Foreign Currency (Gain) Loss (j)	(1.6)	(0.7)	1.4	(0.6)	(0.3)	(0.0)	(0.0)
Change in Fair Value of Contingent Consideration (k)	(2.9)	-	-	-	-	-	-
Other (l)	1.2	1.1	1.1	0.5	1.0	0.1	0.2
Adjusted EBITDA	\$ 49.7	\$ 28.2	\$ 2.2	\$ 9.1	\$ 15.1	\$ 2.3	\$ 4.9
Adjusted EBITDA Margin	22%	14%	2%	8%	10%	6%	11%
2018 - 2022 Average Adjusted EBITDA Margin (m)	13%						
Adjusted EBITDA less Share-based Compensation	\$ 38.8	\$ 15.9	\$ (5.5)	\$ 4.9	\$ 11.7	\$ 1.5	\$ 4.0

(a) Includes the current credit agreement that was expensed when the facility size was reduced in connection with our amendment in the third quarter of 2020.

(b) Represents provision for litigation associated with a jury verdict. We expect a large portion, up to all, of the awarded damages to be covered by insurance, we have not recognized an offsetting benefit as of March 31, 2023. Any insurance proceeds will be recorded as an offset to this provision in the period received or deemed to be realizable in accordance with GAAP.

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

(d) Represents gain realized from the settlement of the final court judgement with Diamondback Industries.

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

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

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

(h) Represents non-capitalizable costs of professional services incurred in connection, financings and refinancings, legal proceedings and the evaluation of potential and completed acquisitions.

(i) Represents unrealized foreign currency translation gains and losses.

(j) Represents realized foreign currency translation gains and losses.

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

(l) 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.

(m) Calculated as total cumulative Adjusted EBITDA for 2018-2022 divided by total cumulative revenue for 2018-2022.

Free Cash Flow and Net Working Capital Reconciliations

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,				
2018	2019	2020	2021	2022
\$ 1.8	\$ 17.9	\$ 35.1	\$ 11.6	\$ (1.4)
(15.8)	(6.4)	(2.2)	(0.8)	(1.1)
0.4	1.4	1.1	0.4	0.4
\$ (1.4)	\$ 12.9	\$ 34.1	\$ 11.1	\$ (2.1)
(2.3)	(6.0)	(17.6)	(2.8)	-
\$ (3.7)	\$ 6.9	\$ 16.5	\$ 8.4	\$ (2.1)

Three Months Ended March 31,	
2022	2023
\$ (6.1)	\$ (1.6)
(0.2)	(0.6)
0.1	0.1
\$ (6.2)	\$ (2.0)
-	-
\$ (6.2)	\$ (2.0)

Net Working Capital

(\$ in millions)

	March 31, 2022	March 31, 2023
Working capital	\$ 68.8	\$ 73.5
Cash and cash equivalents	(15.5)	(13.6)
Current maturities of long term debt	1.8	1.8
Net working capital	\$ 55.0	\$ 61.7

* Includes purchase and development of software and technology