



NCS MULTISTAGE

Leading Global Energy Technology

Investor Update

October 2025

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; change in trade policy, including the impact of tariffs; 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; failure to comply with or changes to federal, state and local and non-U.S. laws and other regulations, including tax policies, anti-corruption and environmental regulations, guidelines and regulations for the use of explosives; impairment in the carrying value of long-lived assets including goodwill; 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 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 and the adoption of artificial intelligence and machine learning; our inability to protect and maintain critical intellectual property assets, the inability to protect our current royalty income, or the losses and liabilities from adverse decisions in intellectual property disputes; loss of, or interruption to, our information and computer systems; 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 EBITDA, Adjusted EBITDA, Adjusted EBITDA Margin, Adjusted EBITDA Less Share-Based Compensation, Adjusted Gross Profit, Adjusted Gross Margin, Free Cash Flow, Free Cash Flow Less Distributions to Non-Controlling Interest 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.

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 NCS's good faith estimates, which are derived from a review of internal sources as well as the third-party sources described above.

The NCS Investment Proposition



Leading Global Energy Technology

- Leadership position in key well construction and completion technologies
 - *Enabler of capital-efficient unconventional resource development*
- Deploying technology and resources into growing markets outside of North America
- Strong balance sheet and capital light model that generates meaningful through-cycle free cash flow

Trading Statistics and Selected Financial Metrics*

(In millions, except per share amounts)

Share Price (10/28/2025)	\$40.74
Shares Outstanding (diluted)	2.8
Equity Value	113.2
Plus: Total Debt	7.4
Plus: Non-controlling Interest	17.0
Less: Cash	(25.3)
Enterprise Value	\$112.3
Trailing 12-month Adjusted EBITDA	
Less Share-based Compensation*	\$23.2
Trailing 12-month Free Cash Flow*	19.3
Net Debt (Cash)	\$(17.9)
Total Debt/Total Book Capitalization	5.5%
Net Working Capital*	\$63.0

* See appendix for Adjusted EBITDA Less Share-Based Compensation, Free Cash Flow and Net Working Capital reconciliations. All amounts as of 9/30/2025 except as indicated.



NCS MULTISTAGE

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Our Technologies

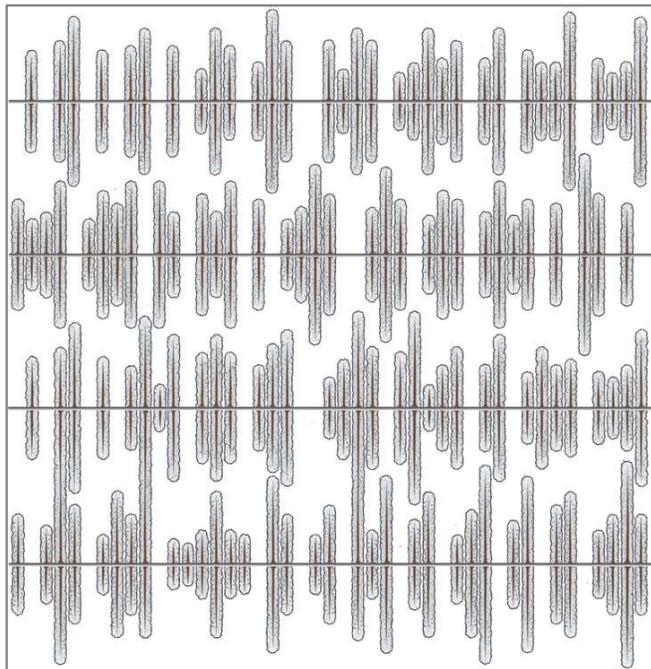
ncsmultistage.com

Fracturing Systems – Pinpoint Stimulation

Fracturing Systems

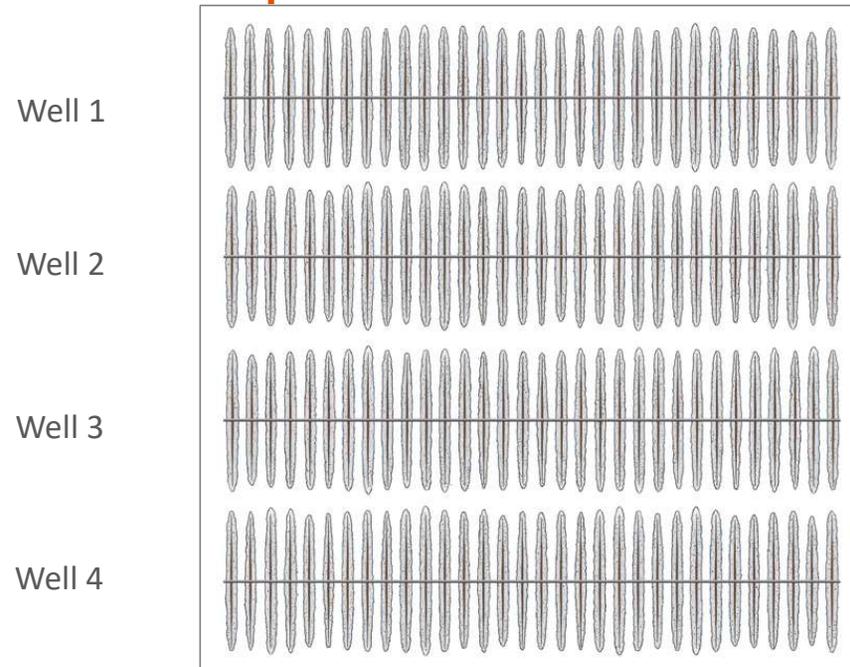
Pinpoint stimulation enables more predictable, repeatable and verifiable completions that maximize reservoir connectivity, as compared to other completion methods

Other Completion Methods



Unpredictable frac size and location

Pinpoint Stimulation

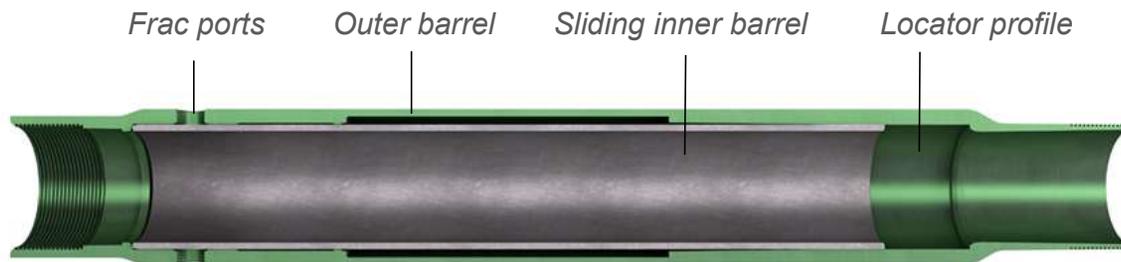


Controlled proppant placement

Fracturing Systems

Fracturing Systems

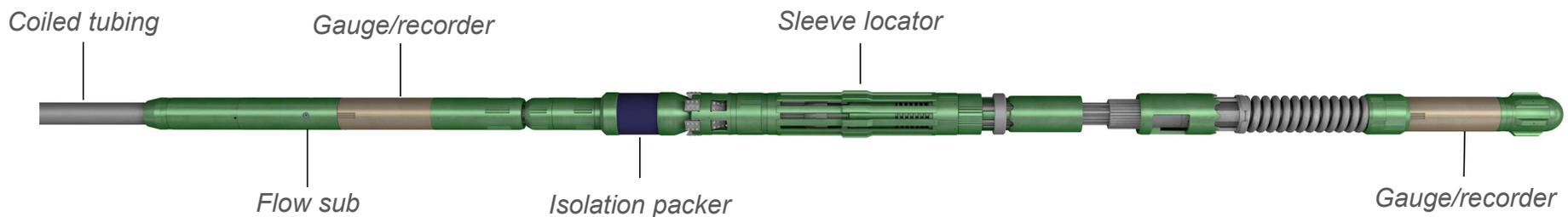
Innovus™ Casing-Installed MultiCycle® Frac Sleeve



Applications

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

Innovus™ Downhole Frac-Isolation Assembly on Coiled Tubing



Repeat Precision Joint Venture

Repeat Precision

- PurpleSeal & PurpleReign frac plug family of products
 - 4.5", 5.5" and 6.0" specifications
 - All-composite designs and hybrid bridge plug
 - Dissolvable plug configurable for high & low salinity as well as hot & cool wellbore environments
 - PurpleSet frac plug setting tools
 - FracSure Express frac plug deployment system; pre-assembled, compact, and efficient
- PurpleFire factory-assembled modular perforating gun system, including PinPoint self-orienting perforating guns
- Repeat Precision provides NCS with additional revenue exposure from plug-and-perf wells and is a valuable supply chain partner for NCS



Tracer Diagnostics

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

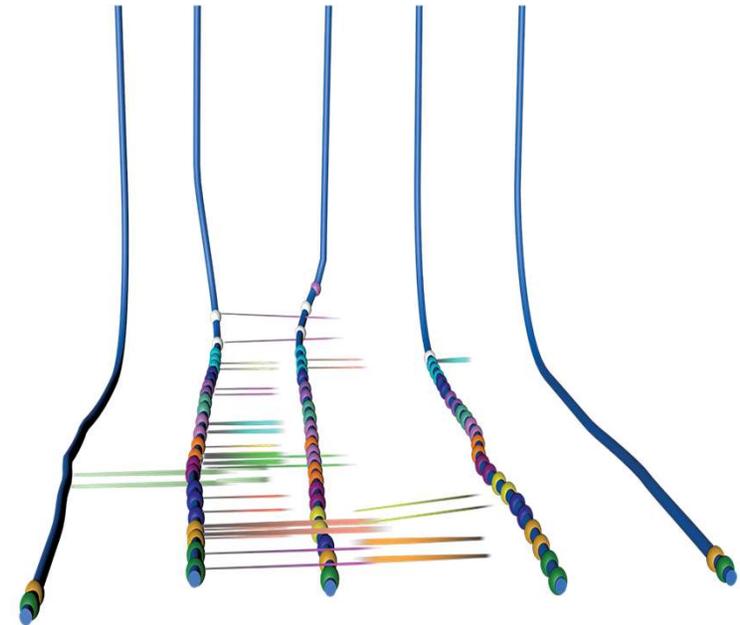
- Cost-effective and reliable service utilized by E&P companies to optimize completion designs and field development
 - Growing portfolio of chemical tracers, including:
 - FFI® tracers (liquid tracers, for identification of stage-specific fracture fluid returns)
 - OST® tracers (particulate tracers,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



ResMetrics Overview and Rationale

Strategic acquisition of complementary Tracer Diagnostics business

ResMetrics Overview

- Provides advanced reservoir diagnostics using chemical tracers
 - **Fracture Diagnostics:** Production profiling, fracture interference, formation allocation, A/B testing, toe contribution
 - **IOR / EOR:** Swept volume, injection allocation, pattern optimization, reservoir heterogeneity, saturation estimation
- Robust quality control systems and analytical laboratory ensures accurate results and enables more quantitative analyses
- Web-based customer portal, PetroXY, simplifies data interpretation, enabling faster, data driven decision making
- Has delivered revenue growth, margin expansion and free cash flow in 2024 and 2025

Transaction Rationale

- ✓ Expanded service offering and larger pro forma tracer portfolio
- ✓ Complimentary U.S. customer base and expands Tracer Diagnostics footprint in strategic Middle East region
- ✓ Greater scale enables more impactful new service and product development
- ✓ Medium-term synergy benefits through adoption of operational best practices
- ✓ Talented and accomplished team with a track record of innovation and profitable growth
- ✓ Strategic and accretive use of balance sheet

Well Construction

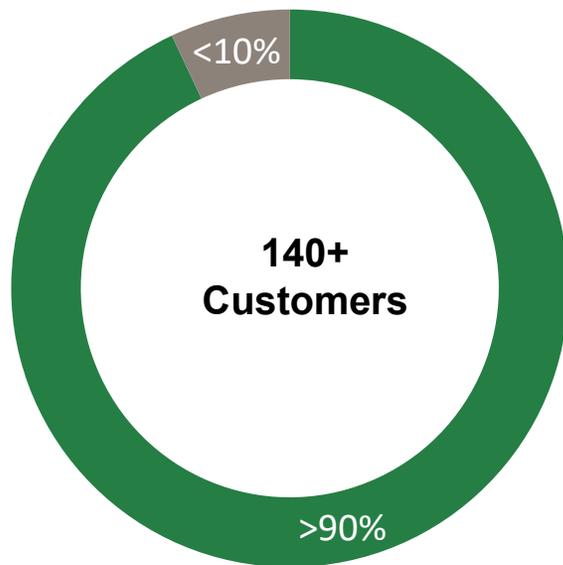
- Single-source provider of well construction solutions
 - Proprietary technologies to support casing and liner installation and for initial formation access
 - AirLock® casing buoyancy system
 - Vectraset™, Vecturon™ and SlimStim™ liner hanger assemblies
 - GoPort™ and Innovus™ toe initiation sleeves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



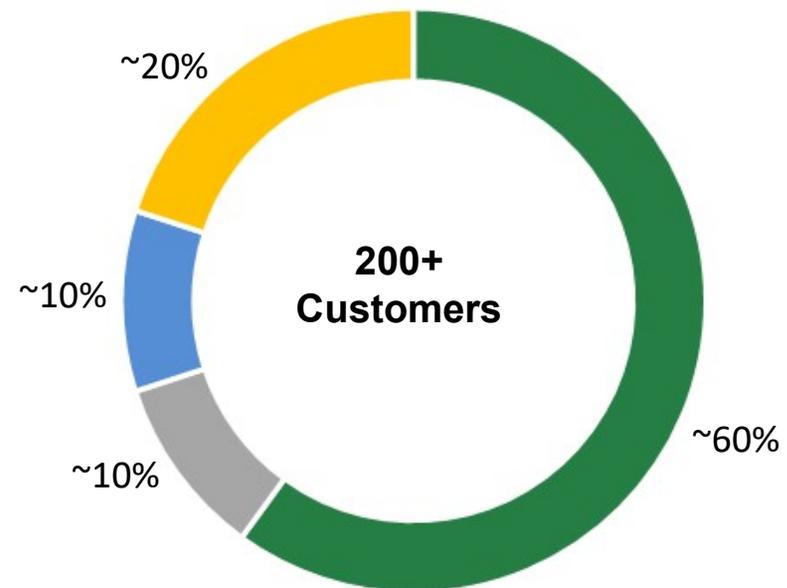
Expanded Addressable Market

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 acquisitions

2016 - \$98 mm Revenue



2024 - \$163 mm Revenue



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



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Growth and Financial Execution

Executing on Our Long-Term Strategy



BUILD
upon our leading market positions



CAPITALIZE
on high margin growth opportunities worldwide



COMMERCIALIZE
innovative solutions to complex customer challenges

Canada Land Rig Count (-5%) NCS Canada (USD MM) Revenue (+9%)



NCS International Revenue (USD MM)



- Higher temperature solutions
- Expanded range of available sizes
- Production / life-of-well solutions
- Subsea / Deepwater product developments

Source: Baker Hughes and Company filings.

Q3 and YTD September 2025 Financial Results



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Q3 2025 Performance:

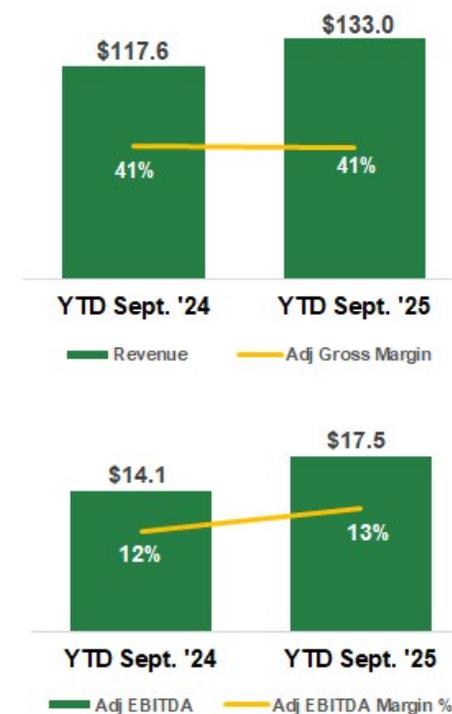
- Total revenue of \$46.5 million, a 6% increase compared to Q3 2024
 - U.S. revenue of \$17.1 million; Canadian revenue of \$23.7 million; International revenue of \$5.7 million
- Net income, attributable to NCS, of \$3.8 million, earnings per diluted share of \$1.37
- Adjusted EBITDA* of \$7.0 million

Q3 2025 Balance Sheet and YTD September Cash Flow:

- September 30, 2025 cash balance of \$25.3 million and total debt of \$7.4 million
- Total liquidity of \$44.7 million, inclusive of cash and availability under undrawn ABL facility
- Net working capital* of \$63.0 million and \$64.1 million at 9/30/25 and 9/30/24, respectively
- YTD 2025 net capital expenditures of \$0.3 million

* See appendix for Adjusted Gross Margin, Adjusted EBITDA, Adjusted EBITDA Margin and Net Working Capital reconciliations.

YTD '24 vs. YTD '25 Results



Q4 2025 and 2025 Full Year Financial Guidance



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Q4 2025 Financial Guidance¹:

- Total revenue of \$41 - \$45 million
- Adjusted gross margin of 40% - 42%
- Adjusted EBITDA of \$5.0 - \$6.5 million
- Depreciation and amortization expense of \$1.6 million

Full Year 2025 Financial Guidance¹:

- Total revenue of \$174 - \$178 million, a year-over-year increase of 6% at the midpoint
- Adjusted EBITDA of \$22.5 - \$24.0 million
- Gross capital expenditures of \$1.3 - \$1.5 million
- Free cash flow less distributions to non-controlling interest of \$11 - \$13 million

¹ Financial guidance as of 10/29/2025.

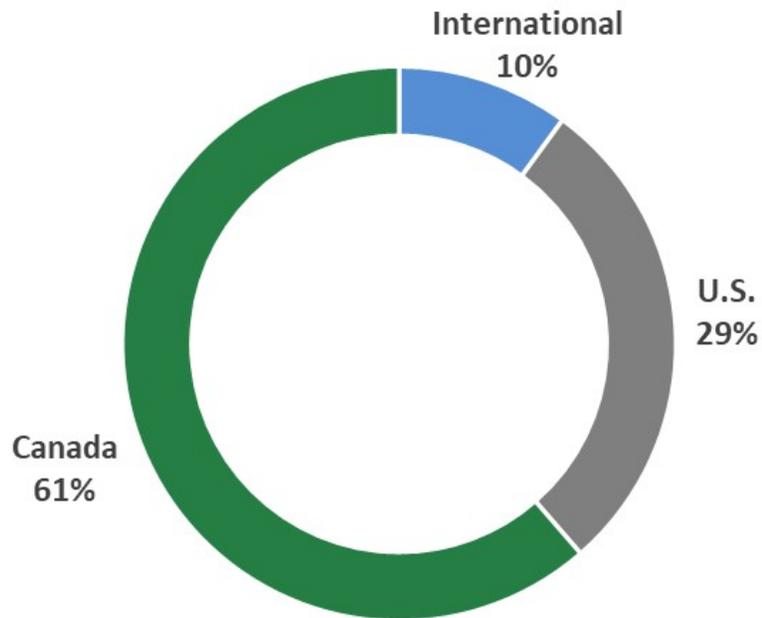
Revenue Profile

Revenue Contribution – Twelve Months Ended September 30, 2025

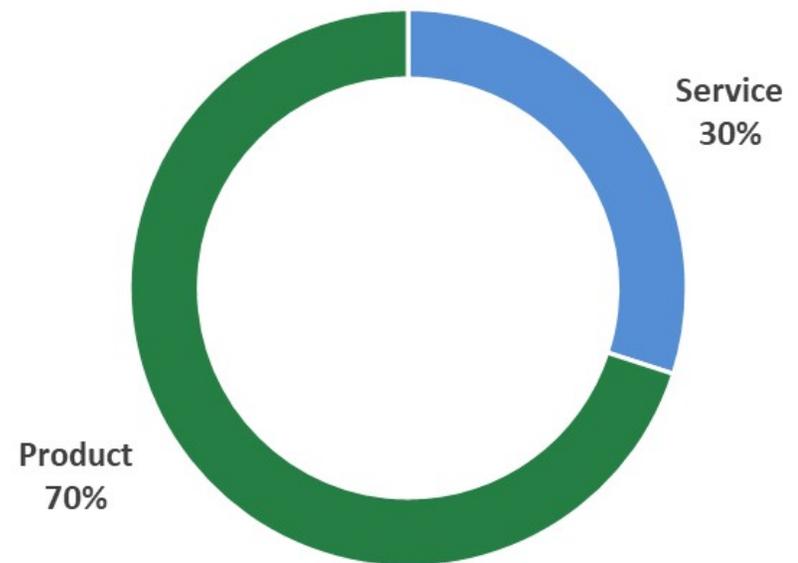


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By Geography



Product and Service Mix



Key Market Drivers

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

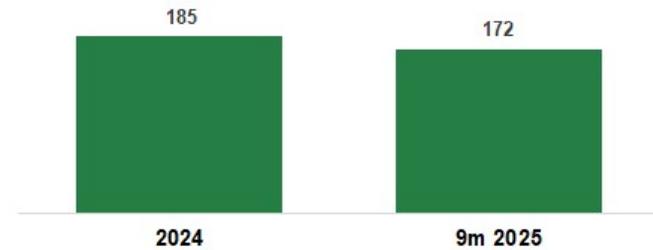


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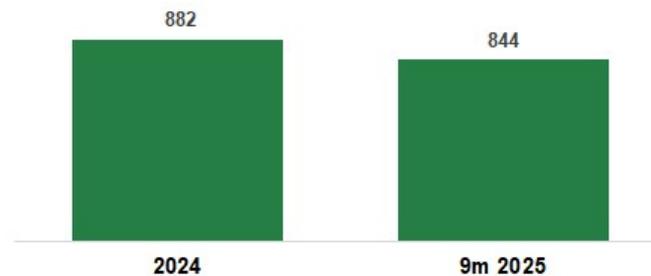
U.S. Average Horizontal Land Rig Count



Canada Average Land Rig Count



International Average Land Rig Count



Source: Baker Hughes

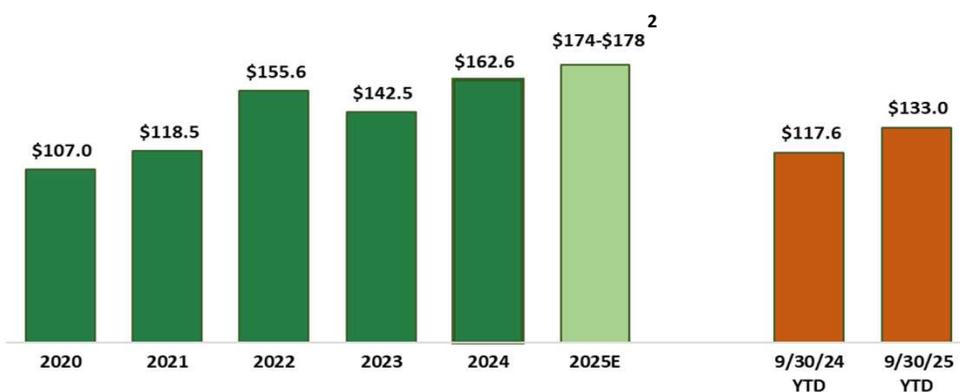
Attractive Financial Profile

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

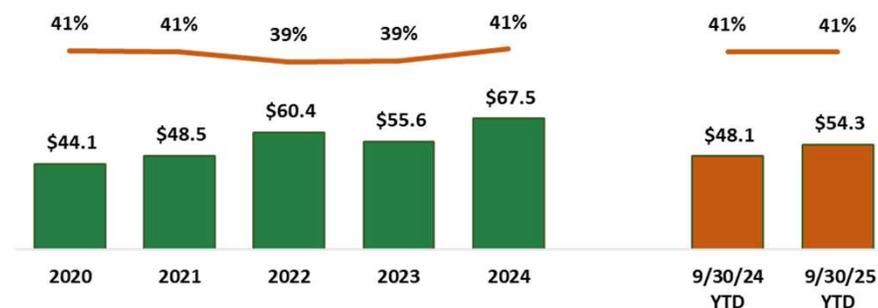


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Revenue (millions)



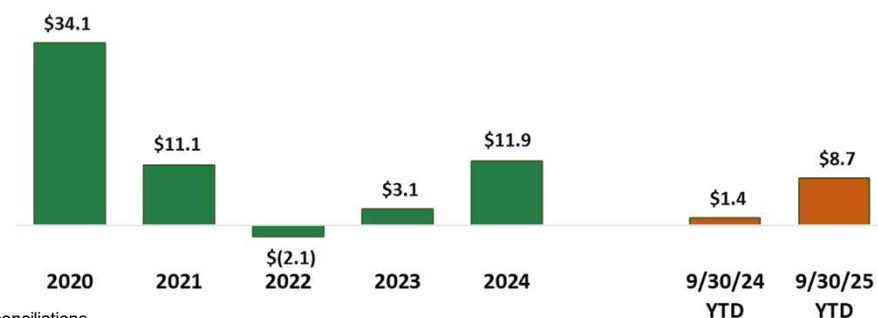
Adjusted Gross Profit¹ (millions) and Margin%



Adjusted EBITDA¹ (millions) and Margin%



Free Cash Flow¹ (millions)

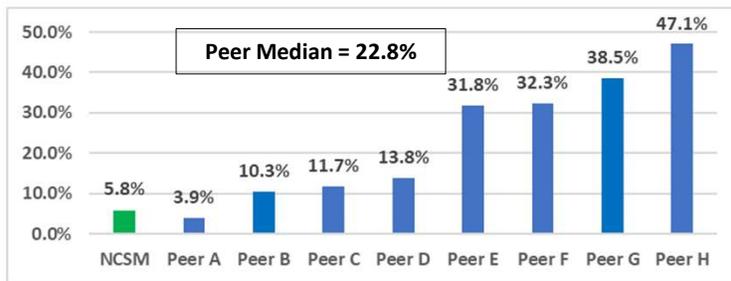


¹ See Appendix for Adjusted Gross Profit, Adjusted Gross Margin, Adjusted EBITDA, Adjusted EBITDA Margin and Free Cash Flow reconciliations.

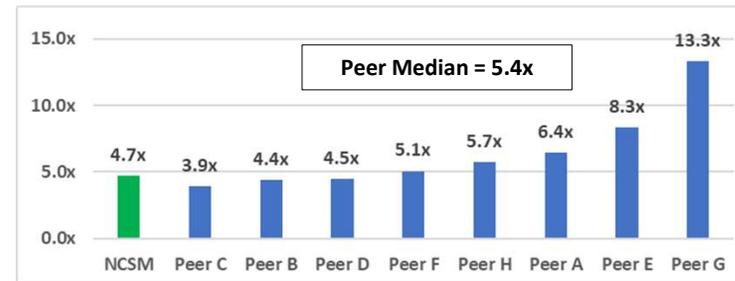
² Financial guidance as of 10/29/2025.

Selected Market Metrics

Total Debt / Total Capitalization



Enterprise Value / 2025E EBITDA Multiple



- Conservative balance sheet
- Debt comprised entirely of finance leases
- Trading at a ~12% discount to the peer median multiple of 5.4x

Source: All selected metrics are derived from Capital IQ and Company filings. We have not independently verified such third-party information, nor have we ascertained the underlying economic assumptions relied upon in those sources, and we cannot assure you of the accuracy or completeness of such information. Estimates and share prices as of 10/10/2025 and balance sheets as of 6/30/2025. NCSM cash reduced by \$7.15 million to account for ResMetrics acquisition.

Note: Peers selected based on comparability and have an equity market capitalization of below \$1.5 billion, and include BOOM, CLB, FET, FTK, HTG.L, INVX, OIS, and SBO.AT, the order of which does not correspond with the labels above.

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(In millions, except per share amounts)

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Equity Value	113.2
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Plus: Non-controlling Interest	17.0
Less: Cash	(25.3)
Enterprise Value	\$112.3
Trailing 12-month Adjusted EBITDA	
Less Share-based Compensation*	\$23.2
Trailing 12-month Free Cash Flow*	19.3
Net Debt (Cash)	\$(17.9)
Total Debt/Total Book Capitalization	5.5%
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NCS MULTISTAGE

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Appendix



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 *The Promise*.

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.

Stakeholders

We will ethically and responsibly increase stakeholder value by focusing on innovation, sustainable growth and strong financial performance.

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.

Adjusted EBITDA Reconciliation



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(\$ in millions)	Year Ended December 31,					Three Months Ended September 30,		Nine Months Ended September 30,	
	2020	2021	2022	2023	2024	2024	2025	2024	2025
Net income (loss)	\$ (39.1)	\$ (3.8)	\$ (1.0)	\$ (3.1)	\$ 8.1	\$ 4.7	\$ 4.2	\$ 4.4	\$ 10.4
Income tax expense (benefit)	(7.8)	0.3	0.4	(0.2)	0.1	(0.0)	(0.5)	0.7	(0.9)
Interest expense	1.8	0.7	1.0	0.6	0.4	0.1	0.1	0.3	0.2
Depreciation	4.4	3.8	3.7	3.9	4.6	1.2	1.3	3.4	3.7
Amortization	1.5	0.7	0.7	0.7	0.7	0.2	0.3	0.5	0.6
EBITDA	\$ (39.2)	\$ 1.7	\$ 4.7	\$ 1.9	\$ 14.0	\$ 6.1	\$ 5.3	\$ 9.4	\$ 14.0
Provision for litigation (a)	-	-	-	1.8	-	-	-	-	-
Impairments (b)	50.2	-	-	-	-	-	-	-	-
Gain on patent infringement settlement (c)	(25.7)	-	-	-	-	-	-	-	-
Share-based compensation (d)	7.7	4.2	3.5	4.2	2.7	0.7	0.7	2.1	1.9
Severance and other termination benefits (e)	5.7	-	-	1.4	-	-	-	-	-
Net benefit of ERC (f)	-	(1.9)	-	-	-	-	-	-	-
Professional fees (g)	1.3	4.9	5.7	1.5	1.8	0.3	0.4	1.3	1.7
Foreign currency exchange (gain) loss (h)	1.1	(0.3)	0.3	(0.5)	3.0	(0.2)	0.4	0.8	(0.8)
Write-off of constructed asset (i)	-	-	-	0.7	-	-	-	-	-
Other (j)	1.1	0.5	1.0	0.9	0.7	0.2	0.2	0.6	0.6
Adjusted EBITDA	\$ 2.2	\$ 9.1	\$ 15.1	\$ 11.9	\$ 22.3	\$ 7.1	\$ 7.0	\$ 14.1	\$ 17.5
Adjusted EBITDA Margin	2%	8%	10%	8%	14%	16%	15%	12%	13%
Adjusted EBITDA less Share-based Compensation	\$ (5.5)	\$ 4.9	\$ 11.7	\$ 7.8	\$ 19.5	\$ 6.4	\$ 6.4	\$ 12.0	\$ 15.6

(a) Represents litigation provision associated with a legal matter in Canada. For the full year 2023, we paid \$1.8 million associated with a patent infringement case, as ordered by the Federal Court of Canada, which remains 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 as well as the cost incurred for the evaluation of actual and potential strategic transactions.

(h) 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.

(i) Represents write-off of a constructed asset which was deemed to have no further service potential in December 2023.

(j) Represents the impact of a research and development subsidy that is included in income tax expense (benefit) in accordance with GAAP, along with other charges and credits.

Adjusted Gross Profit and Adjusted Gross Margin Reconciliation



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	Year Ended December 31,		Nine Months Ended September 30,	
	2023	2024	2024	2025
<i>(\$ in millions)</i>				
Total revenues	\$ 142.5	\$ 162.6	\$ 117.6	\$ 133.0
Total cost of sales, exclusive of DD&A	86.9	95.1	69.5	78.7
Total DD&A associated with cost of sales	2.2	2.7	1.9	2.2
Gross Profit	\$ 53.4	\$ 64.8	\$ 46.1	\$ 52.0
Gross Margin	37%	40%	39%	39%
Exclude total DD&A associated with cost of sales	(2.2)	(2.7)	(1.9)	(2.2)
Adjusted Gross Profit	\$ 55.6	\$ 67.5	\$ 48.1	\$ 54.3
Adjusted Gross Margin	39%	41%	41%	41%

Free Cash Flow and Net Working Capital Reconciliations



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Free Cash Flow

(\$ in millions)

Net cash provided by (used in) operating activities	\$	35.1	\$	11.6	\$	(1.4)	\$	4.8	\$	12.7
Purchases of property & equipment*		(2.2)		(0.8)		(1.1)		(2.2)		(1.4)
Proceeds from sales of property and equipment		1.1		0.4		0.4		0.5		0.6
Free Cash Flow	\$	34.1	\$	11.1	\$	(2.1)	\$	3.1	\$	11.9
Distribution to non-controlling interest		(17.6)		(2.8)		-		(0.5)		(2.1)
Free Cash Flow less Distributions to Non-controlling Interest	\$	16.5	\$	8.4	\$	(2.1)	\$	2.6	\$	9.9

Year Ended December 31,				
2020	2021	2022	2023	2024
\$ 35.1	\$ 11.6	\$ (1.4)	\$ 4.8	\$ 12.7
(2.2)	(0.8)	(1.1)	(2.2)	(1.4)
1.1	0.4	0.4	0.5	0.6
\$ 34.1	\$ 11.1	\$ (2.1)	\$ 3.1	\$ 11.9
(17.6)	(2.8)	-	(0.5)	(2.1)
\$ 16.5	\$ 8.4	\$ (2.1)	\$ 2.6	\$ 9.9

Nine Months Ended September 30,	
2024	2025
\$ 2.1	\$ 9.0
(1.2)	(1.0)
0.4	0.7
\$ 1.4	\$ 8.7
(1.0)	(1.9)
\$ 0.4	\$ 6.8

Net Working Capital

(\$ in millions)

	September 30,	
	2024	2025
Working capital	\$ 77.3	\$ 86.0
Cash and cash equivalents	(15.3)	(25.3)
Current maturities of long term debt	2.1	2.3
Net Working Capital	\$ 64.1	\$ 63.0

* Includes purchase and development of software and technology