LIMBACH

NASDAQ: LMB

2024 Q2 Earnings | August 2024

Investor Presentation

Forward Looking Statements

We make forward-looking statements in this presentation within the meaning of the Private Securities Litigation Reform Act of 1995. These forward-looking statements relate to expectations or forecasts for future events, including, without limitation, the execution of the Company's long-term strategic roadmap and Limbach 3.0. These statements may be preceded by, followed by or include the words "may," "might," "will," "will likely result," "should," "estimate," "plan," "project," "forecast," "intend," "expect," "anticipate," "believe," "seek," "continue," "target, " "scenario" or similar expressions. These forward-looking statements are based on information available to us as of the date they were made and involve a number of risks and uncertainties which may cause them to turn out to be wrong. Some of these risks and uncertainties may in the future be amplified by the COVID-19 outbreak and there may be additional risks that we consider immaterial, or which are unknown. Accordingly, forward-looking statements should not be relied upon as representing our views as of any subsequent date, and we do not undertake any obligation to update forward-looking statements to reflect events or circumstances after the date they were made, whether as a result of new information, future events or otherwise, except as may be required under applicable securities laws. As a result of a number of known and unknown risks and uncertainties, our actual results or performance may be materially different from those expressed or implied by these forward-looking statements. Please refer to our most recent annual report on Form 10-K, as well as our subsequent filings on Form 10-Q and Form 8-K, which are available on the SEC's website (www.sec.gov), for a full discussion of the risks and other factors that may impact any forward-looking statements in this presentation.

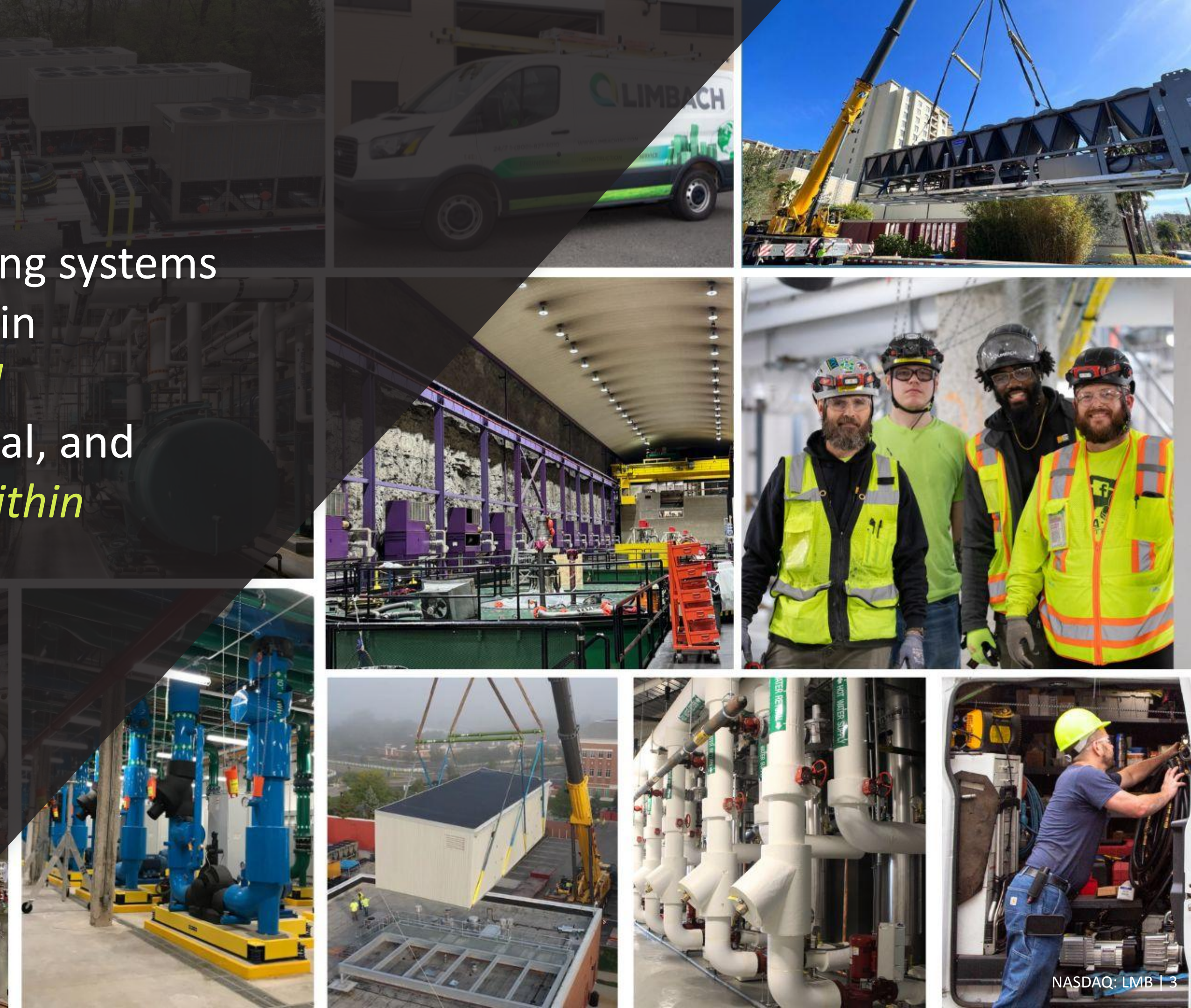
LIMBACH

Limbach is a leading building systems solutions firm specializing in *revitalizing mission-critical* mechanical/HVAC, electrical, and plumbing *infrastructure within existing buildings*.

MECHANICAL

ELECTRICAL

PLUMBING



Limbach At-A-Glance

WHO WE ARE

A building systems solutions firm with expertise in **mechanical**, **electrical**, and **plumbing** systems.

1,200 TEAM MEMBERS

19 BRANCH LOCATIONS

WHO WE PARTNER WITH

We partner with **Building Owners** with **Mission-Critical MEP Infrastructure**

Healthcare

Industrial & Manufacturing

Data Centers

Life Science

Higher Education

Cultural & Entertainment

OUR FOCUS & IMPACT

Our **people** make a **critical difference** by fostering sustainable development, and improving the environments in which we operate.

Our Key Markets - Focused on Mission Critical Markets with Durable Demand

Carving our own path to lessen the impact of **macroeconomic trends**

Mission-critical facilities where **operations must remain online**

Flexibility in budgets, catering to customer needs spanning both **Operating Expense and Capital Project budgets**

Durable demand, we partner with top customers with competitive positioning and market growth

Limbach Combines Best-in-Class Attributes of Key Verticals

While our market has numerous competitors, Limbach has combined the best aspects of each in this space, enabling us to be the **one-stop-shop** for building owners to **maximize their investment** of their mission-critical assets.

	Example of Firms:	Typical Clients:	Custom Engineered Solutions:	In-House Craft/Field Expertise:	Equipment/ Platform Agnostic:	Vertical Market Discipline:
Specialty Contractors	COMFORT SYSTEMS USA APi Group	GC/CM	✓	✓	✓	✗
Consulting & Engineering Firms	AMERESCO TETRA TECH	Building Owners	✓	✗	✓	✗
OEM Firms	TRANE AAON	Building Owners Specialty Contractors	✓	✓	✗	✗
Property Managers	CBRE JLL	Building Owners	✗	✗	✓	✗
Full-Life Cycle Capability Firm	LIMBACH	Building Owners GC/CM	✓	✓	✓	✓

GC = General Contractor
CM = Construction Manager

Two Operating Segments - ODR and GCR

Owner Direct Relationships (“ODR”)
Existing Buildings

ODR work is driven by **developing and proposing customized solutions that are developed from our vast knowledge of the building**, where competing firms are challenged to provide solutions

- Includes recurring revenue from service and maintenance contracts.
- Better cash position by being in a direct payment relationship with owner vs. indirect.
- Shorter schedules and increased number of transactions
- **ODR Quarterly Gross Margin FY 2023:**
  - Q1: 27.1%
  - Q2: 29.3%
  - Q3: 29.3%
  - Q4: 30.1%

General Contractor Relationships (“GCR”)
New Construction

GCR projects are characterized as having a solution in place therefore are more likely to be procured through a **competitive bid process**

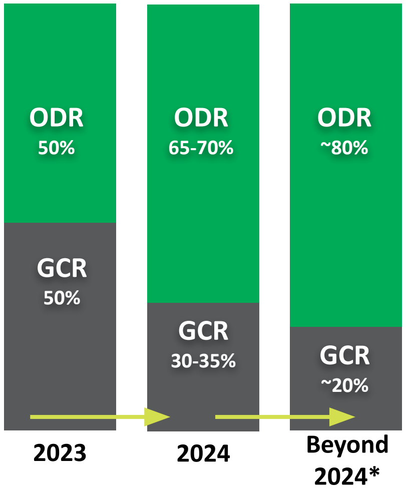
- Most E&C peers are focused on large construction, working for General Contractors
- Tends to be more cyclical and dependent on macroeconomic conditions
- Production labor dependent & longer schedules making it difficult to pass along inflationary costs
- **GCR Quarterly Gross Margin FY2023:**
  - Q1: 16.6%
  - Q2: 17.1%
  - Q3: 19.3%
  - Q4: 15.0%

Overarching Goal: Maximized Risk Adjusted Returns

Focused on Growth

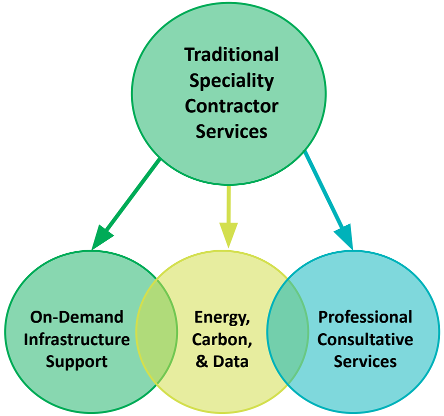
Three Pillar Approach to Scale the Business:

Organic Segment Revenue Percentage Mix Shift



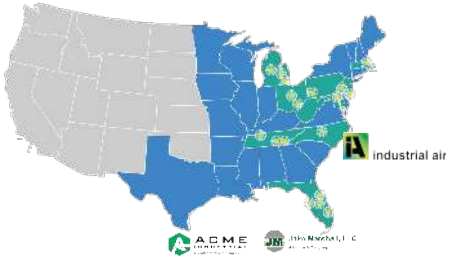
Full Transition to Achieving Optimal Higher Margin Mix

Margin Expansion Through Evolved Offerings



Transformation from Contractor to OEM Margins

Scale Through Acquisitions



1. Geographic Footprint Expansion & Tuck-In Acquisitions to strengthen market share & footprint
2. Expanded Offerings & Services

Grow Footprint and Building Owner Market Share

*Projected

Pillar #1 - Performance Due to Mix Shift

Over the period from FY 2019 – FY 2023, Gross Margin has **expanded nearly 1,010 bps** to **23.1%**
This has enabled us to drive Adjusted EBITDA Margin[1] up more than **3x** from **3.0% to 9.1%**

1. See Adjusted EBITDA margin calculation and non-GAAP reconciliation on slide 25.

Pillar #1 – Organic Segment Mix Shift To Achieve Maximized Returns

Challenging Industry Paradigms; Bigger isn't Better

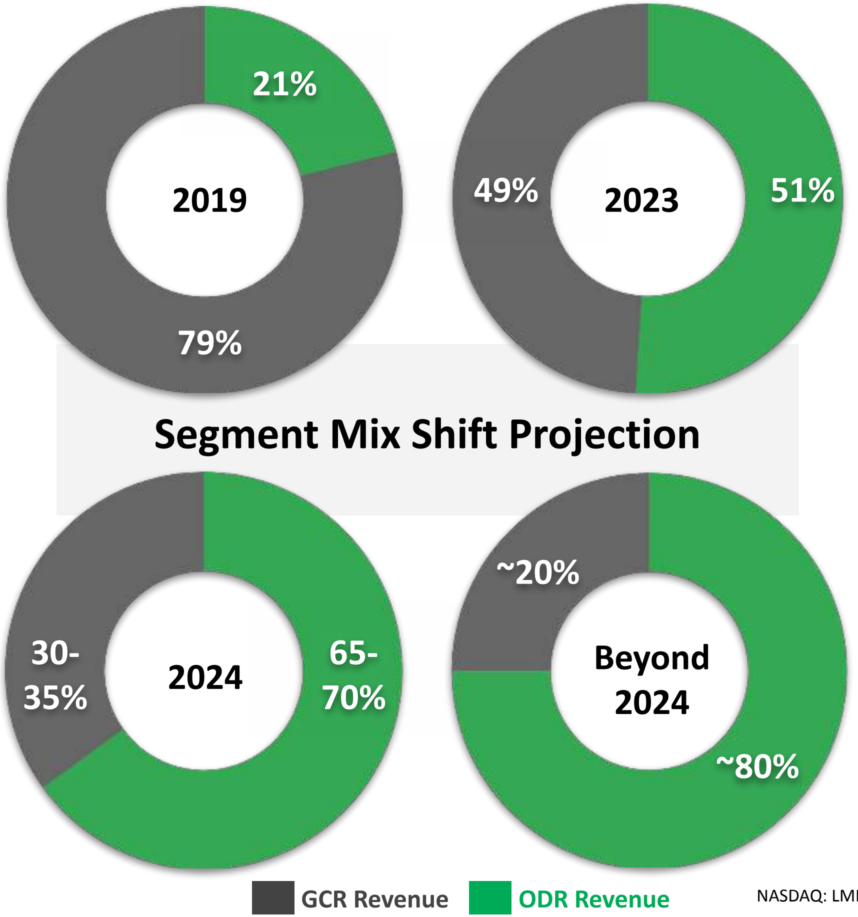
GCR work is less sales focused, dependent on **production field craft and operations staff**

ODR work consists of multiple transactions with heavier **focus on sales and account management**

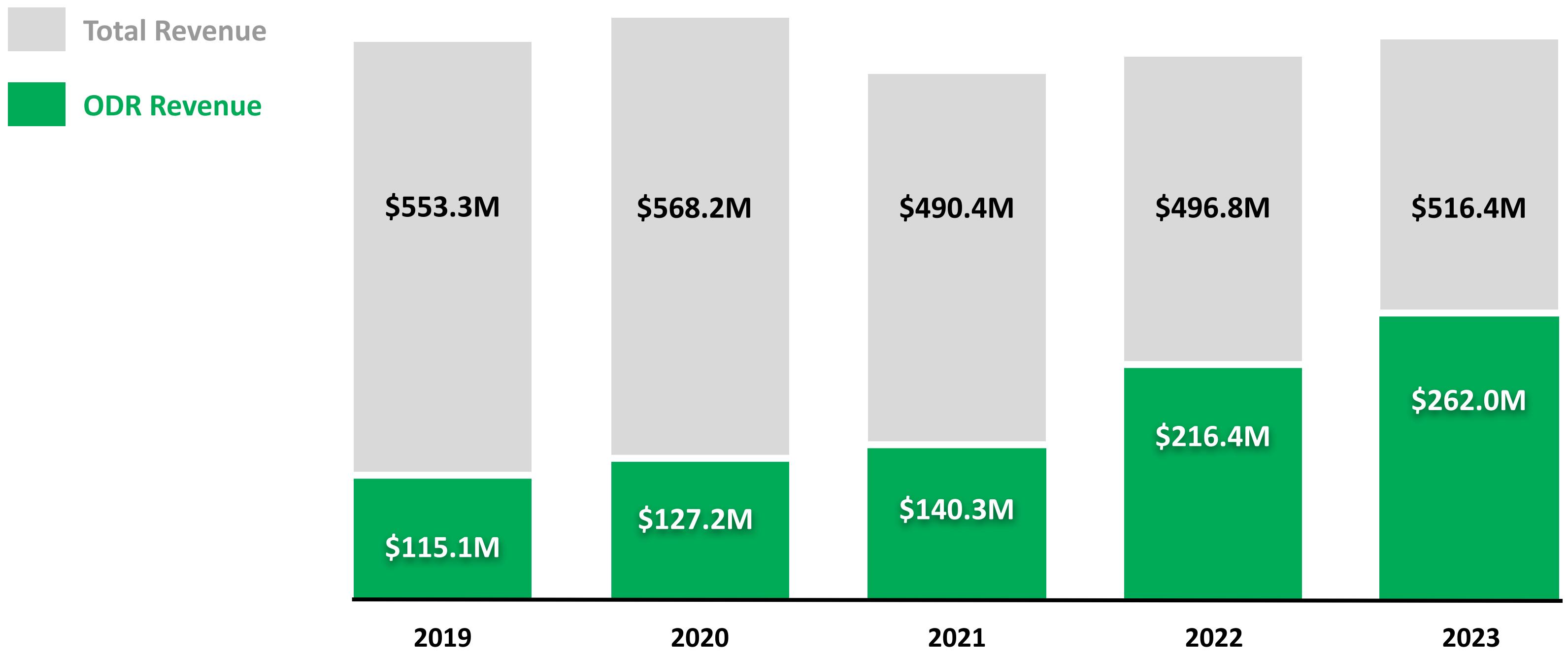
GCR work carries **greater risk,** amplifies with onset of inflation. **ODR work** maintains **stability and resilience** amidst changing **macroeconomic conditions**.

Limbach is creating a **customer-centric culture** focused on our top accounts

Building relationships requires consistent effort, and **creates reoccurring revenue**



Pillar #1 – Total Revenue is Static, but Higher Margin ODR Revenue is Growing



Total Revenue is down **6.7%** from 2019

ODR Revenue CAGR of **19.3%** for 2019 to 2023 period

Total revenue growth projected once optimal **higher margin mix shift** is optimized

Pillar #2 - Expanded Margins through Evolved Customer Services

LMB 2023 Services:		Evolved LMB Services:	
GCR	Competitive Lump Sum Bidding	ODR	On-Demand Facility Services
GCR	Design-Assist	ODR	Critical System Repairs
GCR	Design-Build	ODR	Data Driven Solutions
GCR	Performance Contracting	ODR	Maintenance & Operations
ODR	Maintenance Contracts	ODR	MEP Infrastructure Projects
ODR	Spot Work	ODR	Equipment Upgrades & Products
ODR	Water Treatment	ODR	Professional Consultative Services
ODR	Automated Temp. Controls	ODR	Building Automation Upgrades
ODR	Special Projects	ODR	Energy Efficiency Upgrades
		ODR	Decarbonization Initiatives

- 2024 Current Focus: On-Demand Facility Services, Critical System Repairs, Data Driven Solutions, Maintenance & Operations
- 2025 Projected Focus: MEP Infrastructure Projects, Equipment Upgrades & Products, Professional Consultative Services
- 2026 Projected Focus: Building Automation Upgrades, Energy Efficiency Upgrades, Decarbonization Initiatives

Mechanical Contractor → ***Building Systems Solutions Firm***

Pillar #2 - Expanded Margins through Evolved Customer Services

Unique Service Offerings:

- On-Demand Services (Rental Equip.)
- Critical System Repairs
- Data Driven Solutions
- Maintenance & Operations
- MEP Infrastructure Projects
- Equipment Upgrades & Products
- Professional Consultative Services
- Building Automation Upgrades
- Energy Efficiency Upgrades
- Decarbonization Initiatives

Customer Value:

- Mission-critical building systems solutions support providing best-in-class options for long- and short-term impacts
- Dedicated resources: onsite every day to become an extension of a customer's staff, developing expertise in their systems; leads to trusted partnerships
- Maximize returns on building assets by reducing costs and energy usage and meeting sustainability objectives
- Solutions that are optimized for the customer; not promoting a brand of equipment
- Expertise to provide customized solutions
- Indispensable partner to customers leads to long-term relationships generating consistent, reoccurring revenue, attractive margins and opportunities to grow the business with the customer

Pillar #2 - What We Do - Catering to Customer Needs & Budgets

Operating Expense

On-Demand Services

Maintenance & Operations

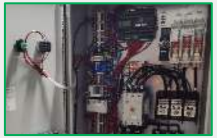
Critical System Repairs

Equipment Upgrades

Rental Equipment

Capital Projects

Mechanical Infrastructure Projects



Building Automation Upgrades

Decarbonization Initiatives

Energy Efficiency Upgrades

Professional Services

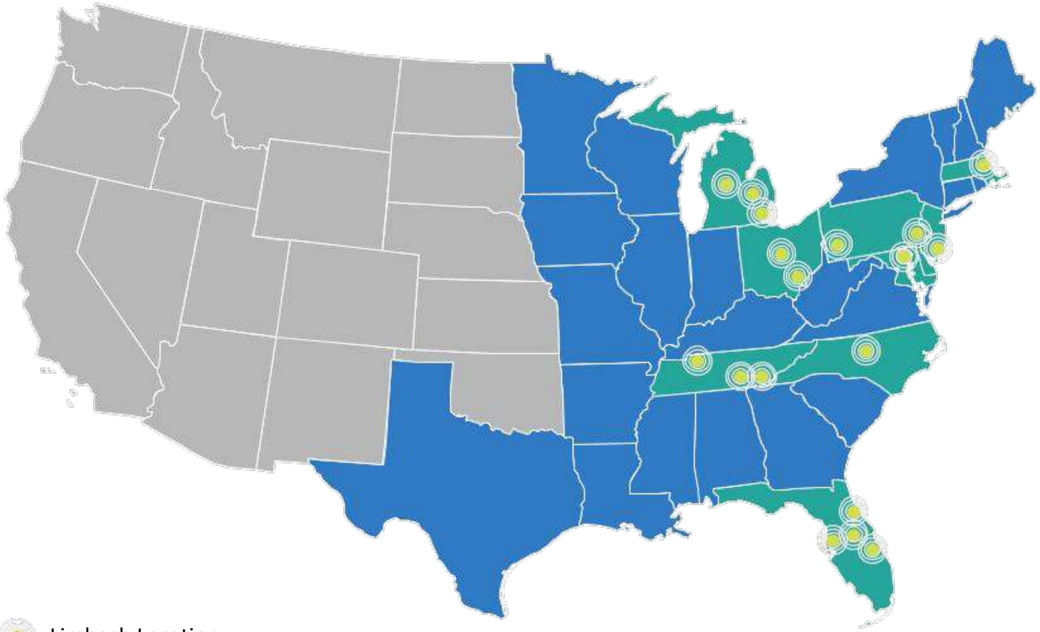
Consultative Services

Facility Assessments

Data Driven Solutions (CMMS, Insights, Asset Management)

Pillar #3 - Current & Target Geographies

Disciplined and focused M&A strategy comprises "Tuck-In" and "Expansion" acquisitions of companies with consistent and scalable business models



Limbach Location

States with branch locations and potential tuck-in opportunity

Potential new geographies for acquisitions

Tuck-In Acquisition Criteria

- ❑ Total Revenue: $10-15M w/80%+ ODR Revenue
- ❑ +15% YoY ODR Growth
- ❑ Focus on Gross Profit Quality & Account Resources
- ❑ Ex: ACME Industrial – A Limbach Company

New Geography Acquisition Criteria

- ❑ Total Revenue: $25M-40M w/Strong ODR Mix
- ❑ Local Niche with Mature Building Owner Relationships
- ❑ Ex: Jake Marshall, LLC – A Limbach Company; industrial air

Pillar #3 - Recent Tuck-In Transaction – Closed July 3, 2023

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ACME INDUSTRIAL
A Limbach Company

M&A CRITERIA:

Geographic Proximity: **- Attractive Operating Footprint**	Chattanooga, TN location is expected to be synergistic with Limbach's existing Jake Marshall subsidiary.
Supports ODR Strategy: **- Increased ODR Exposure** **- Attractive Customer Base**	Emphasis on expanding ODR Segment with significant owner-direct exposure and an indispensable 'on-premise' presence at a number of Fortune 500 caliber customers.
Attractive Business Model: **- Compelling Valuation & Structure**	Total consideration paid by Limbach at closing was $5 million (subject to typical working capital adjustments), sourced from available cash, with performance-based, contingent earn-outs totaling $2.5 million.
Capability Expansion: **- Value Creation Opportunities** **- Emphasis on Industrial Sector**	Specialize in Industrial Maintenance & Operations, Critical System Repairs, and Emergency Services with clients in the Chemical & Manufacturing Clients & Hydroelectric Producers.
Other: **- Cultural Compatibility** **- Tech Focused**	ACME expects to contribute on average $10 million in revenue and in excess of $1 million in EBITDA on a full year basis.

Pillar #3 - Recent New Geography Transaction – Closed November 1, 2023

M&A CRITERIA:

- Geographic Proximity:
  - Attractive Operating Footprint
- Supports ODR Strategy:
  - Increased ODR Exposure
  - Attractive Customer Base
- Attractive Business Model:
  - Compelling Valuation & Structure
- Capability Expansion:
  - Value Creation Opportunities
  - Emphasis on Industrial Sector
- Other:
  - Cultural Compatibility
  - Tech Focused

industrial air

Greensboro, NC location is strategically located.

Significant share of revenues are owner-direct in nature, dovetailing well with Limbach's focus on expanding segment opportunities.

Total consideration paid by Limbach at closing was $13.5 million (subject to typical working capital adjustments), sourced from available cash, with performance-based, contingent earn-outs totaling $6.5 million.

Strong relationships with key customers in industrial and manufacturing end markets. These key customers have multiple facilities across the eastern US.

Industrial Air expects to contribute on average $30 million in revenue and $4 million in EBITDA on a full year basis.

Strong Balance Sheet and Disciplined Capital Allocation Strategy

Key Balance Sheet Items	June 30, 2024[1]	December 31, 2023[1]
Cash and Cash Equivalents	$59.5	$59.8
Current Assets	$213.3	$217.0
Current Liabilities	$130.6	$145.1
Working Capital	$82.7	$71.9
Net (Over) / Under Billing[2]	$(19.3)	$(12.7)
Revolver	$10.0	$10.0
Term Loan	—	—
Financing Liability (Sale and Leaseback Transaction)	$5.4	$5.4
Vehicle Finance Leases	$7.2	$7.3
Total Debt	$22.6	$22.7
Net Debt (Cash)[3]	$(36.9)	$(37.1)
Equity	$133.0	$120.9

Balance Sheet to fund organic growth and acquisitions

Investment in expanding and evolving service offerings

Strategic acquisitions – disciplined acquisition criteria

Dollars in millions.

1. See the Company's quarterly report on Form 10-Q for the quarter ended June 30, 2024.
2. For the calculation of the Company's net billing position, refer to Note 4 to the condensed consolidated financial statements within the Company's quarterly report on Form 10-Q for the quarter ended June 30, 2024.
3. The Company's calculation of the Net Debt (Cash) position is Cash and Cash Equivalents minus Total Debt.

Financial Goals

2024 Guidance[1]

Revenue

$515M to $535M Total Revenue

Mix Shift 65% to 70% ODR

ODR Revenue Growth 28% to 43%

Gross Margin / Adj. EBITDA

Total Gross Margin 24-26%

Adjusted EBITDA $55M to $58M

Adj. EBITDA Margin 10.3% to 11.3%

Cash

Continued Strong Cash Flow

70% of Adj. EBITDA = Free Cash Flow

1. Reflects guidance issued by the Company on August 6th, 2024. This guidance speaks only as of this date and this presentation does not constitute confirmation or updating of guidance. Free cash flow is defined as cash flow from operating activities, less changes in working capital and capital expenditures (excluding investment in rental equipment). See slide 26 for the non-GAAP reconciliation of Free Cash Flow.

Investment Highlights

Strategy Combines Organic Growth and Strategic Acquisitions

Compelling Customer Value Creates Competitive Advantage

Reoccurring, Mission Critical Revenue and Economically Resilient Business

Strong Balance Sheet and Capital Allocation Strategy

Large Market Opportunity with Tailwinds for Sustained Growth

Diversified Customers and Markets

Limited Fixed Costs and Smaller Projects Provide Flexible Business Model

Revitalizing Existing Infrastructure to Focus on Sustainability and Cost Efficiency

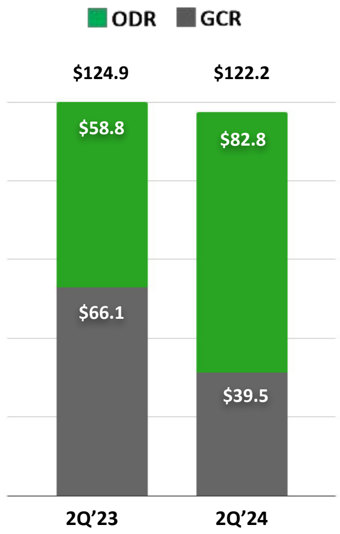
APPENDIX

Operating and Financial Update

QTD 2Q'24 Performance

LIMBACH

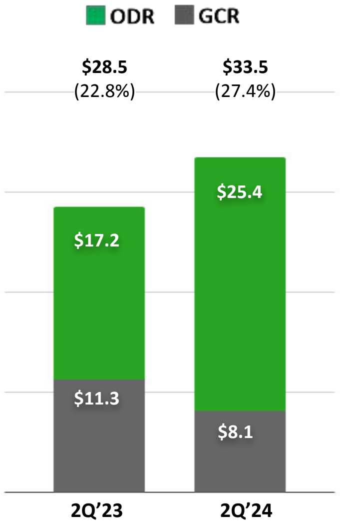
Revenue[1]



Year-Over-Year Change

- 2.1%

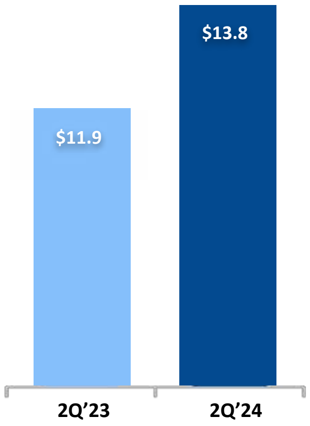
Gross Profit and (Margin)[1]



Year-Over-Year Change

+ 17.5%

Adjusted EBITDA[2]



Year-Over-Year Change

+ 16.0%

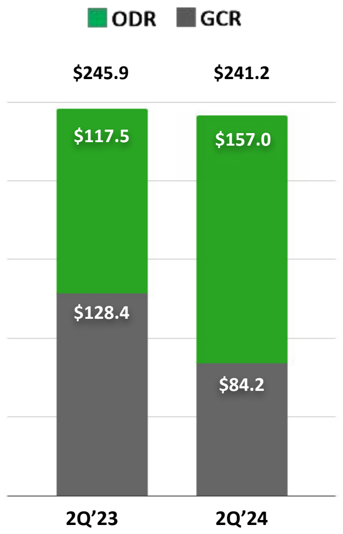
Dollars in millions. Totals may not foot due to rounding.

1. See the Company's quarterly report on Form 10-Q for the quarter ended June 30, 2024.
2. See slide 25 for Non-GAAP Reconciliation Table.

Operating and Financial Update

YTD 2Q’24 Performance

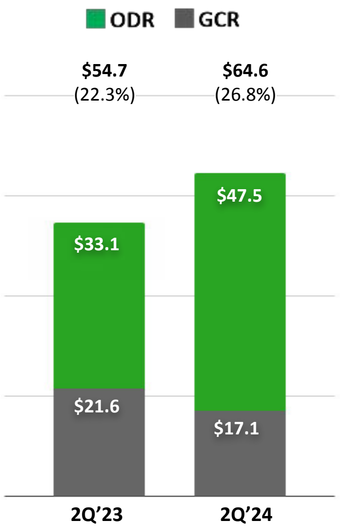
Revenue[1]



Year-Over-Year Change

- 1.9%

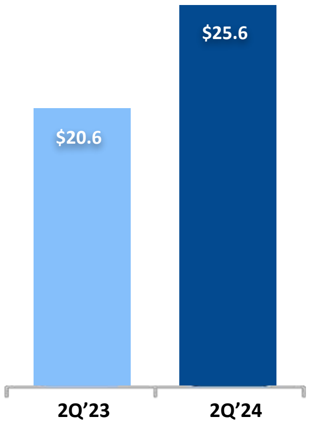
Gross Profit and (Margin)[1]



Year-Over-Year Change

+ 18.0%

Adjusted EBITDA[2]



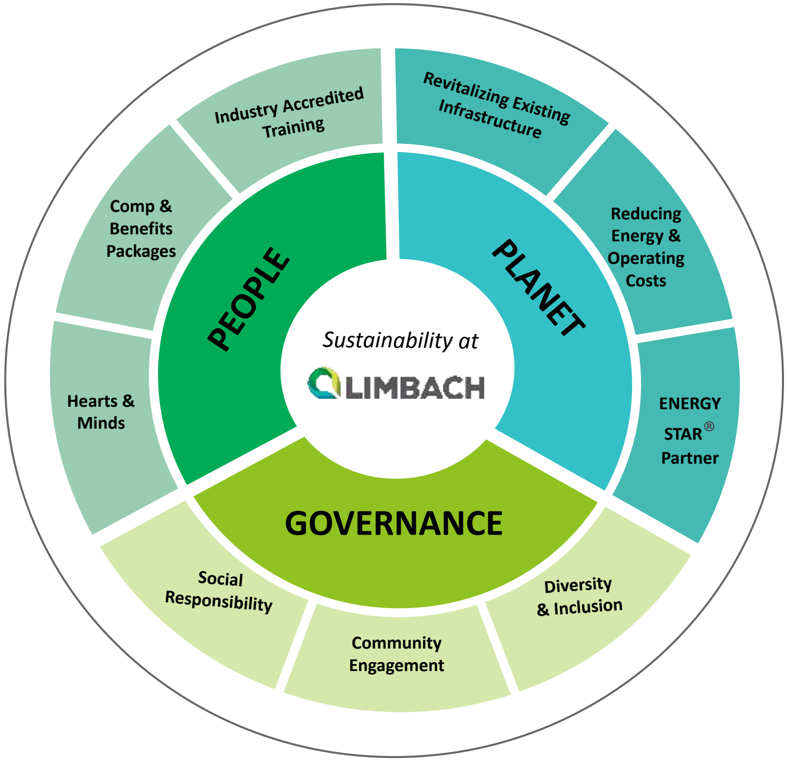
Year-Over-Year Change

+ 24.2%

Dollars in millions. Totals may not foot due to rounding.

1. See the Company’s quarterly report on Form 10-Q for the quarter ended June 30, 2024.
2. See slide 25 for Non-GAAP Reconciliation Table.

Sustainability at Limbach



People: Empowering Our Team & Supporting Our Communities

- We champion employee health and safety through our Hearts & Minds program
- We offer competitive compensation and a range of benefits and programs
- Our dedication to employee growth was recognized with the APEX award from Training magazine in 2023 & 2024
- We take great pride in contributing to the communities where we live and operate through our Hearts & Hands ERG
- Best Practice Institute recognized our commitment to a supportive and inclusive workplace, naming us a top place to work in six categories

Planet: Revitalizing Existing Infrastructure

- Building MEP systems are a major source of carbon emissions
- Our focus: Enhancing energy efficiency and cutting operating costs by revitalizing existing infrastructure
- ENERGY STAR® Partner: Providing facility assessments and engineered solutions

Governance: Governing Responsibility

- Committed to transparency, accountability and ethical conduct
- Decisions are made in the best interest of stockholders and stakeholders
- Clear policies and procedures to mitigate risks and safeguard assets
- Board oversight of sustainability policies and programs
- Code of Conduct and Ethics
- Whistleblower policy

Non-GAAP Reconciliation Table

Reconciliation of Adjusted EBITDA Margin*

(in thousands)	Fiscal Year ended December 31, 2019	2020	2021	2022	2023	Three Months Ended June 30, 2024	2023	Six Months Ended June 30, 2024	2023
Revenue:	**$ 553,334**	**$ 568,209**	**$ 490,351**	**$ 496,782**	**$ 516,350**	**$ 122,235**	**$ 124,882**	**$ 241,211**	**$ 245,891**
Net income (loss)	**($ 1,775)**	**$ 5,807**	**$ 6,714**	**$ 6,799**	**$ 20,754**	**$ 5,963**	**$5,320**	**$ 13,549**	**$8,313**
Adjustments:									
Depreciation and amortization	6,286	6,171	5,948	8,158	8,244	2,808	1,937	5,520	3,859
Interest expense	6,285	8,627	2,568	2,144	2,046	432	511	907	1,178
Interest income	—	—	—	—	(1,217)	(546)	(247)	(1,108)	(247)
Non-cash stock-based compensation expense	1,766	1,068	2,601	2,742	4,910	1,471	1,101	2,720	2,234
Loss on early debt extinguishment	513	—	1,961	—	311	—	311	—	311
Impairment of goodwill	4,359	—	—	—	—	—	—	—	—
Change in fair value of warrant liability	(588)	1,634	(14)	—	—	—	—	—	—
Change in fair value of interest rate swap	—	—	—	(310)	124	12	(193)	(137)	(37)
Severance expense	—	622	—	—	—	—	—	—	—
Loss on early termination of operating lease	—	—	—	849	—	—	—	—	—
CEO Transition costs	—	—	—	—	958	—	147	—	958
CFO Transition costs	576	—	—	—	—	—	—	—	—
Gain on embedded derivative	(388)	—	—	—	—	—	—	—	—
Restructuring costs	—	—	—	6,016	1,770	142	532	262	772
Change in fair value of contingent consideration	—	—	—	2,285	729	1,111	162	1,734	303
Income tax provision (benefit)	(282)	1,182	2,763	2,809	7,346	2,395	2,025	2,068	2,647
Acquisition and other transaction costs	—	—	735	273	826	21	299	51	299
Adjusted EBITDA	$ 16,752	$ 25,111	$ 23,276	$ 31,765	$ 46,801	$ 13,809	$ 11,905	$ 25,566	$ 20,590
Adjusted EBITDA Margin	3.0%	4.4%	4.7%	6.4%	9.1%	11.3%	9.5%	10.6%	8.4%

***Use of Non-GAAP Financial Measures**

In assessing the performance of our business, management utilizes a variety of financial and performance measures. The key measure is Adjusted EBITDA. Adjusted EBITDA is a non-GAAP financial measure. We define Adjusted EBITDA as net income plus depreciation and amortization expense, interest expense (net), and taxes, as further adjusted to eliminate the impact of, when applicable, other non-cash items or expenses that are unusual or non-recurring or that we believe do not reflect our core operating results. We believe that Adjusted EBITDA is meaningful to our investors to enhance their understanding of our financial performance for the current period and our ability to generate cash flows from operations that are available for taxes, capital expenditures and debt service. We understand that Adjusted EBITDA is frequently used by securities analysts, investors and other interested parties as a measure of financial performance and to compare our performance with the performance of other companies that report Adjusted EBITDA. Our calculation of Adjusted EBITDA, however, may not be comparable to similarly titled measures reported by other companies. When assessing our operating performance, investors and others should not consider this data in isolation or as a substitute for net income (loss) calculated in accordance with GAAP. Further, the results presented by Adjusted EBITDA cannot be achieved without incurring the costs that the measure excludes.

Non-GAAP Reconciliation Table

Reconciliation of Free Cash Flow*

(in thousands)	Fiscal Year ended December 31,					Three Months Ended June 30,		Six Months Ended June 30,	
	2019	**2020**	**2021**	**2022**	**2023**	**2024**	**2023**	**2024**	**2023**
Adjusted EBITDA:	**$ 16,752**	**$ 25,111**	**$ 23,276**	**$ 31,765**	**$ 46,801**	**$ 13,809**	**$ 11,905**	**$ 25,566**	**$ 20,590**
Free Cash Flow:									
Net Income (loss)	($ 1,775)	$ 5,807	$ 6,714	$ 6,799	$ 20,754	$ 5,963	$5,320	$ 13,549	$ 8,313
Non-cash operating activities[1]	16,568	13,767	16,997	17,634	18,222	6,661	4,026	11,373	8,596
Less: Purchases of property and equipment[2]	(2,663)	(1,483)	(791)	(993)	(2,266)	(1,763)	(576)	(2,272)	(1,499)
Free Cash Flow	**$ 12,130**	**$ 18,091**	**$ 22,920**	**$ 23,440**	**$ 36,710**	**$ 10,861**	**$ 8,770**	**$ 22,650**	**$15,410**
Free Cash Flow Conversion %	**72.4%**	**72.0%**	**98.5%**	**73.8%**	**78.4%**	**78.7%**	**73.7%**	**88.6%**	**74.8%**

1. Represents non-cash activity associated with depreciation and amortization, provision for credit losses / doubtful accounts, stock-based compensation expense, operating lease expense, amortization of debt issuance costs, deferred income tax provision, gain or loss on sale of property and equipment, loss on early termination of operating lease, loss on early debt modification, changes in fair value of contingent consideration, change in fair value of warrant liability, impairment of goodwill, and changes in the fair value of the Company's interest rate swap.
2. Excludes $1,532K and $3,564K of rental equipment purchases made during the three and six months ended June 30, 2024, respectively.

***Use of Non-GAAP Financial Measures**

In assessing the performance of our business, management utilizes a variety of financial and performance measures. The key measure is Adjusted EBITDA. Adjusted EBITDA is a non-GAAP financial measure. We define Adjusted EBITDA as net income plus depreciation and amortization expense, interest expense (net), and taxes, as further adjusted to eliminate the impact of, when applicable, other non-cash items or expenses that are unusual or non-recurring or that we believe do not reflect our core operating results. We believe that Adjusted EBITDA is meaningful to our investors to enhance their understanding of our financial performance for the current period and our ability to generate cash flows from operations that are available for taxes, capital expenditures and debt service. We understand that Adjusted EBITDA is frequently used by securities analysts, investors and other interested parties as a measure of financial performance and to compare our performance with the performance of other companies that report Adjusted EBITDA. Our calculation of Adjusted EBITDA, however, may not be comparable to similarly titled measures reported by other companies. When assessing our operating performance, investors and others should not consider this data in isolation or as a substitute for net income (loss) calculated in accordance with GAAP. Further, the results presented by Adjusted EBITDA cannot be achieved without incurring the costs that the measure excludes.

LIMBACH

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