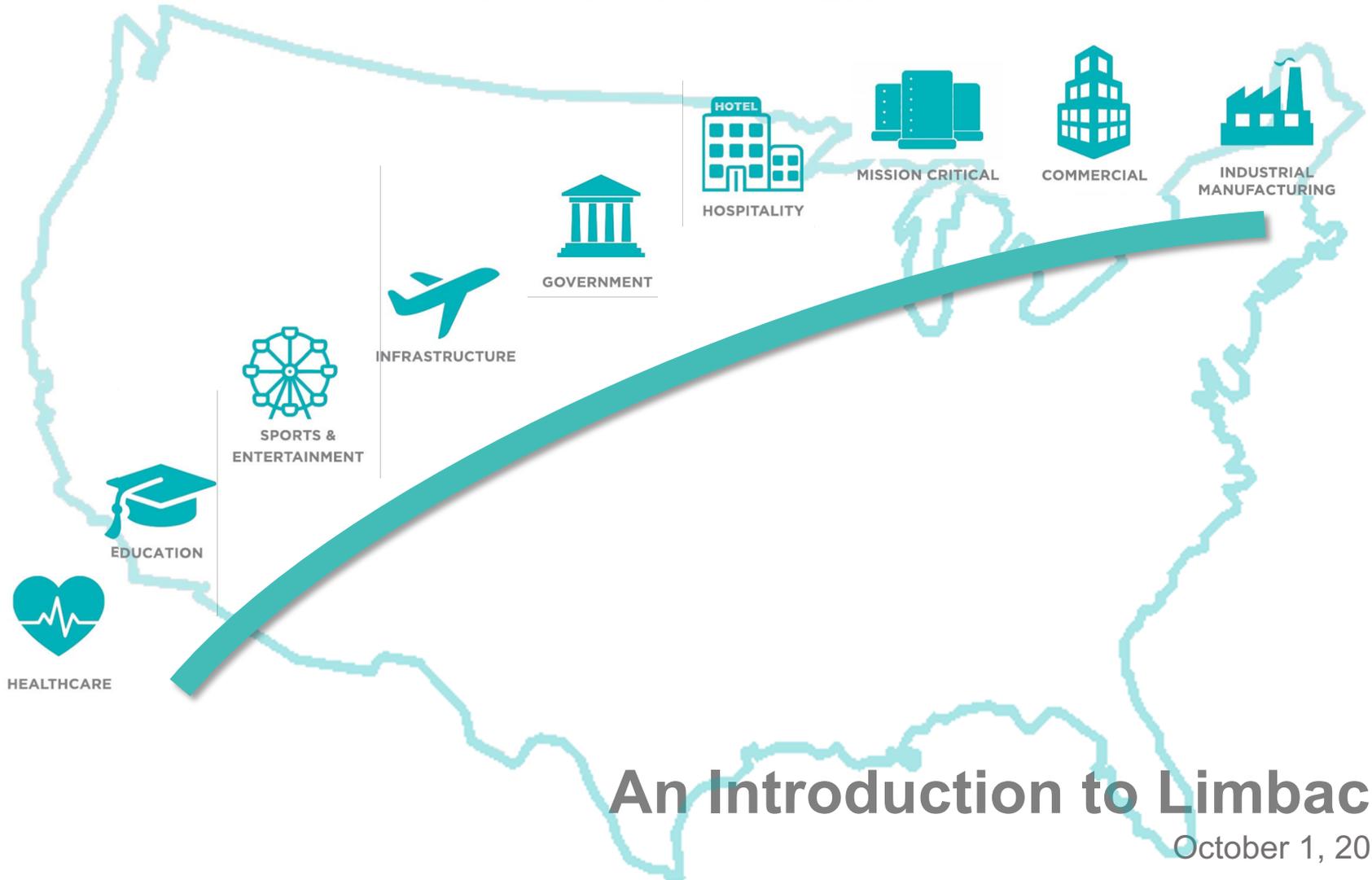




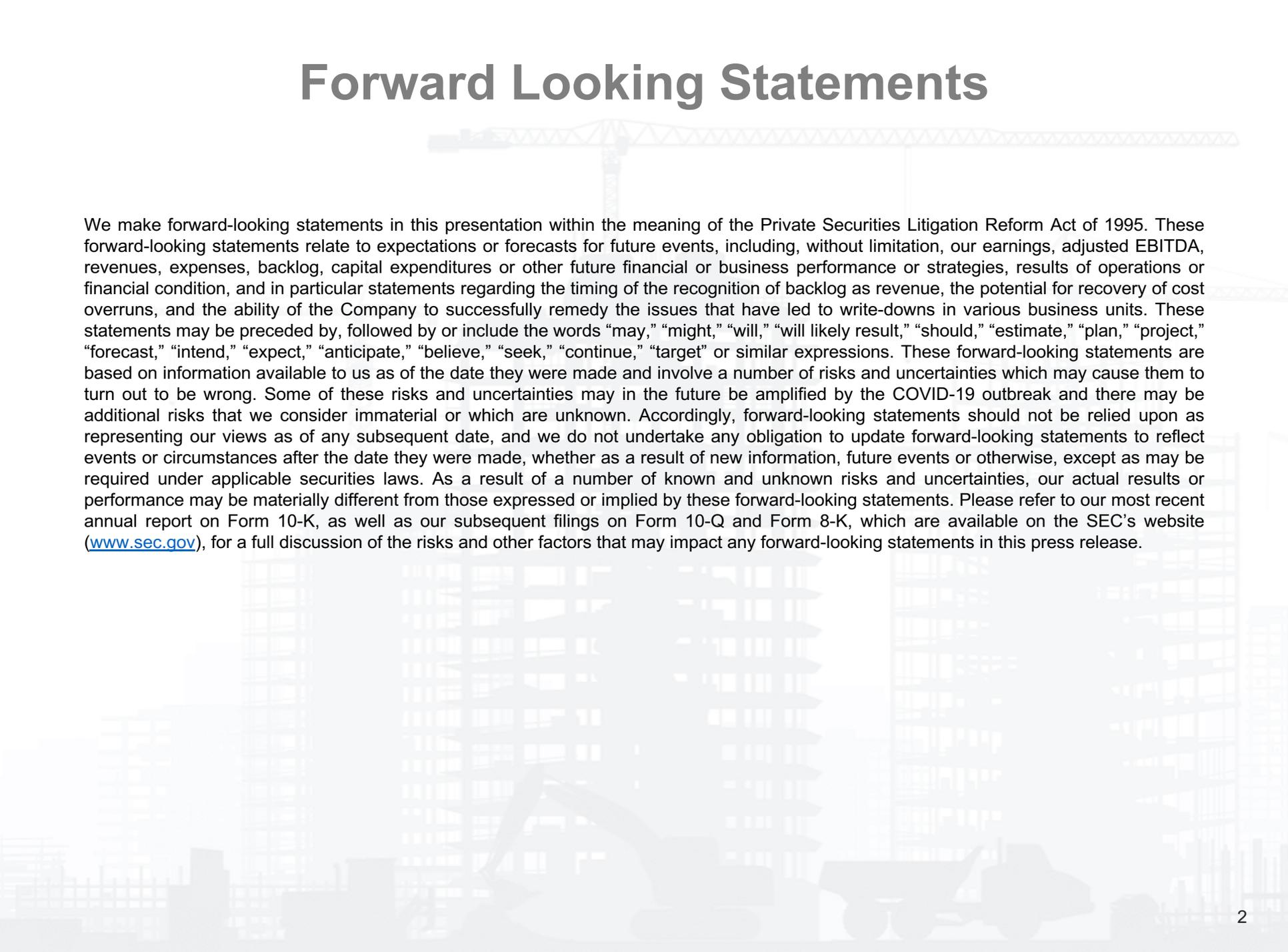
## Diverse and Essential



# An Introduction to Limbach

October 1, 2020

# 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, our earnings, adjusted EBITDA, revenues, expenses, backlog, capital expenditures or other future financial or business performance or strategies, results of operations or financial condition, and in particular statements regarding the timing of the recognition of backlog as revenue, the potential for recovery of cost overruns, and the ability of the Company to successfully remedy the issues that have led to write-downs in various business units. 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” 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](http://www.sec.gov)), for a full discussion of the risks and other factors that may impact any forward-looking statements in this press release.

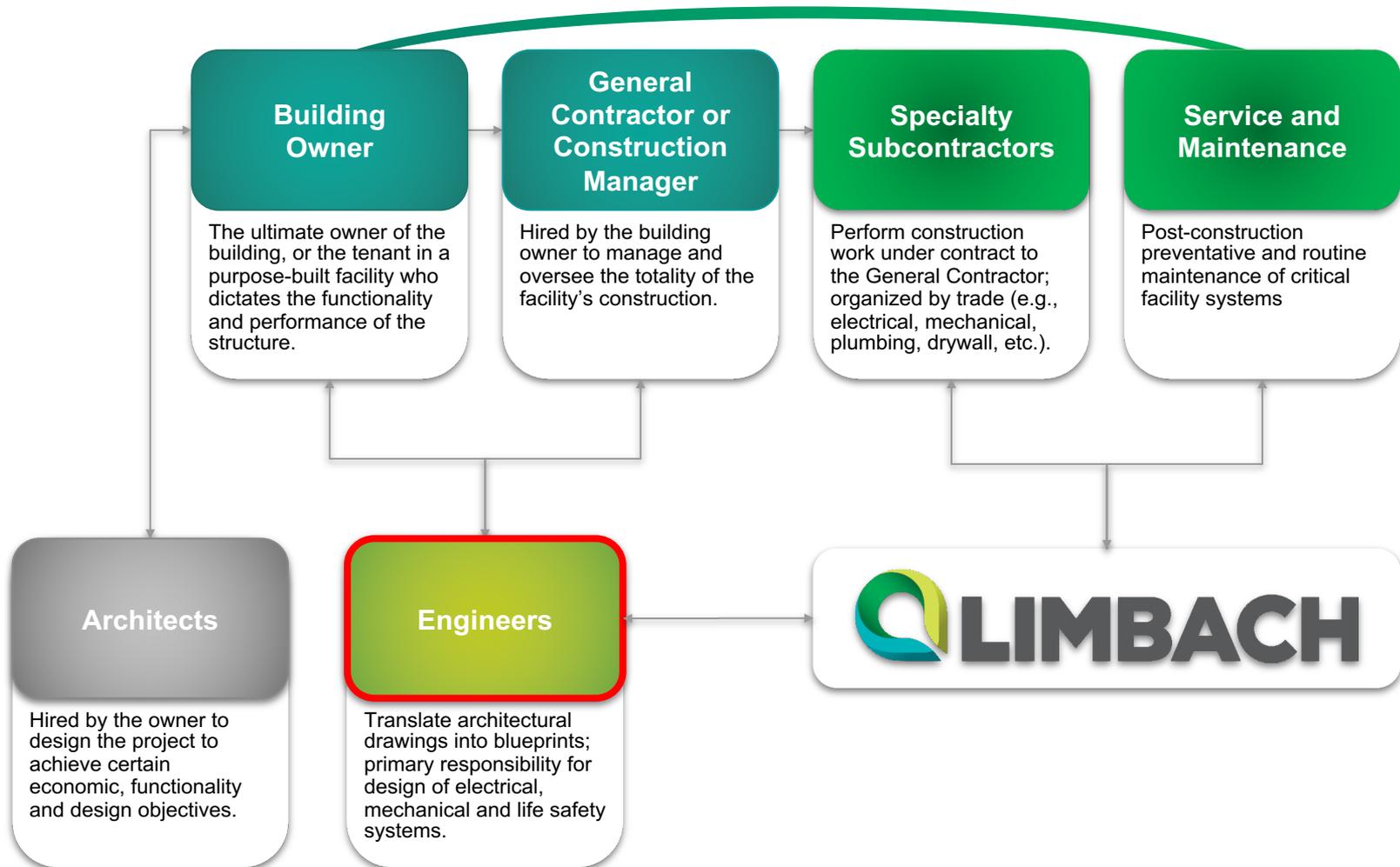


**The Non-Residential Construction Industry**



# Non-Residential Construction Ecosystem

## Traditional Delivery Model Roles and Responsibilities



An abstract graphic consisting of three overlapping, curved shapes. The top shape is a light yellow-green, the middle shape is a medium green, and the bottom shape is a teal color. They overlap in a way that creates a sense of depth and movement, with the teal shape appearing to be in front of the others.

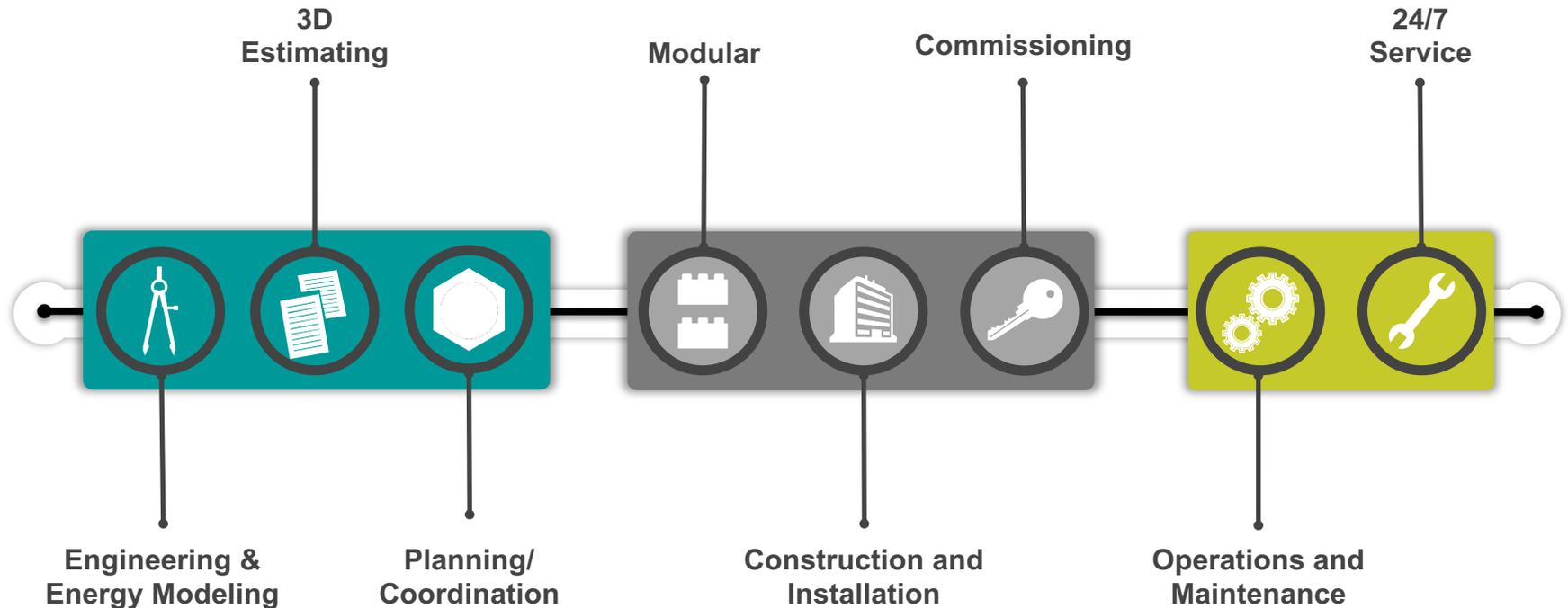
# **Limbach's Business and Operations**



# Complete Portfolio of MEP Services

## Full Lifecycle Solution

Limbach is a preeminent national provider of technically-oriented design, engineering, installation, and maintenance services to sophisticated customers and facility owners who demand exceptional design creativity and construction quality.





# Diverse and Essential Service Offering

## Provider of Critical System Solutions

Limbach's multifaceted diversification provides insulation against regional economic cycles, a changing regulatory and political environment favoring some industries over others, and the fortunes of any single customer or facility owner.



### Geography



### End - Markets



### Service Offering

Design and Engineering



Construction and Installation



Service and Maintenance



### Customer Base



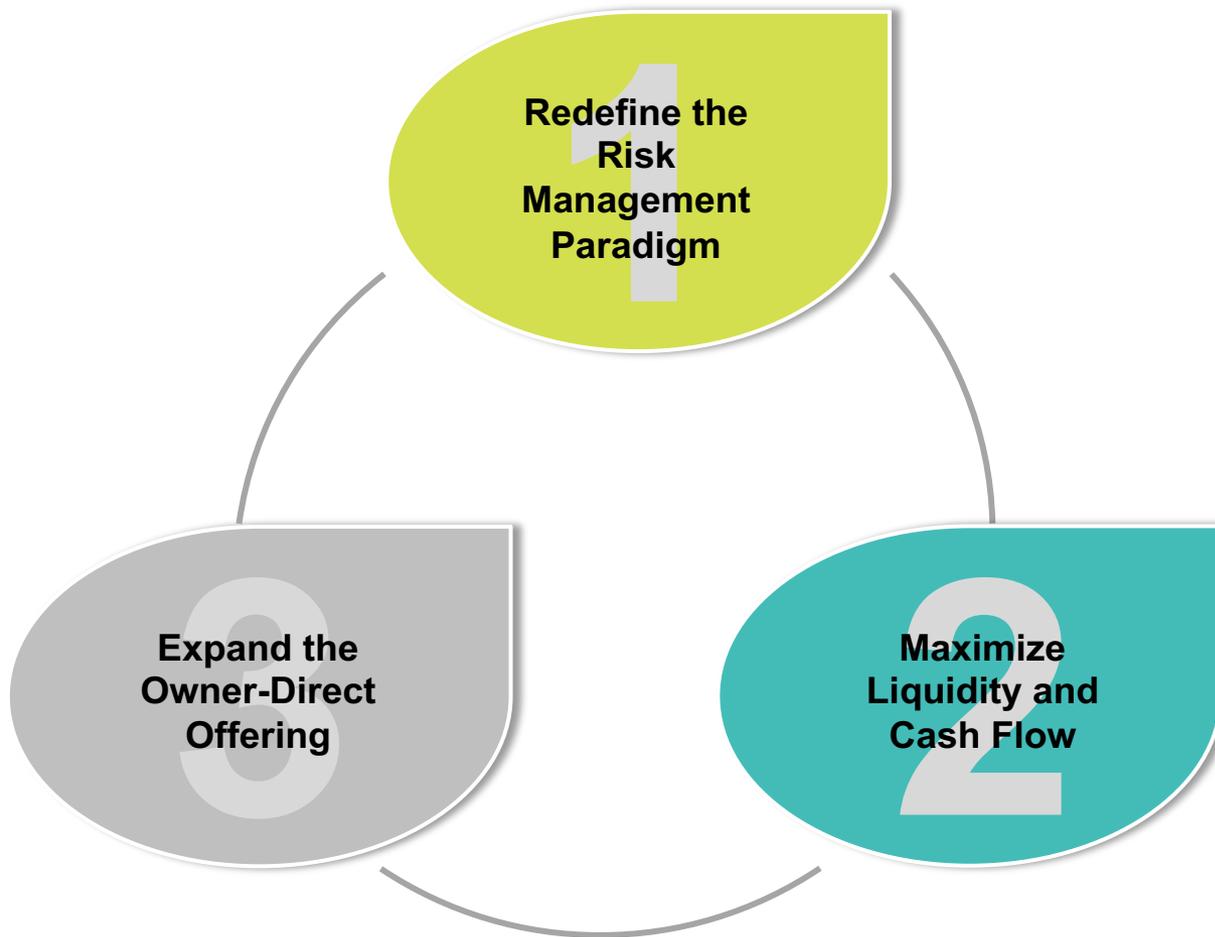


**Strategic Goals**



# Current Year Objectives

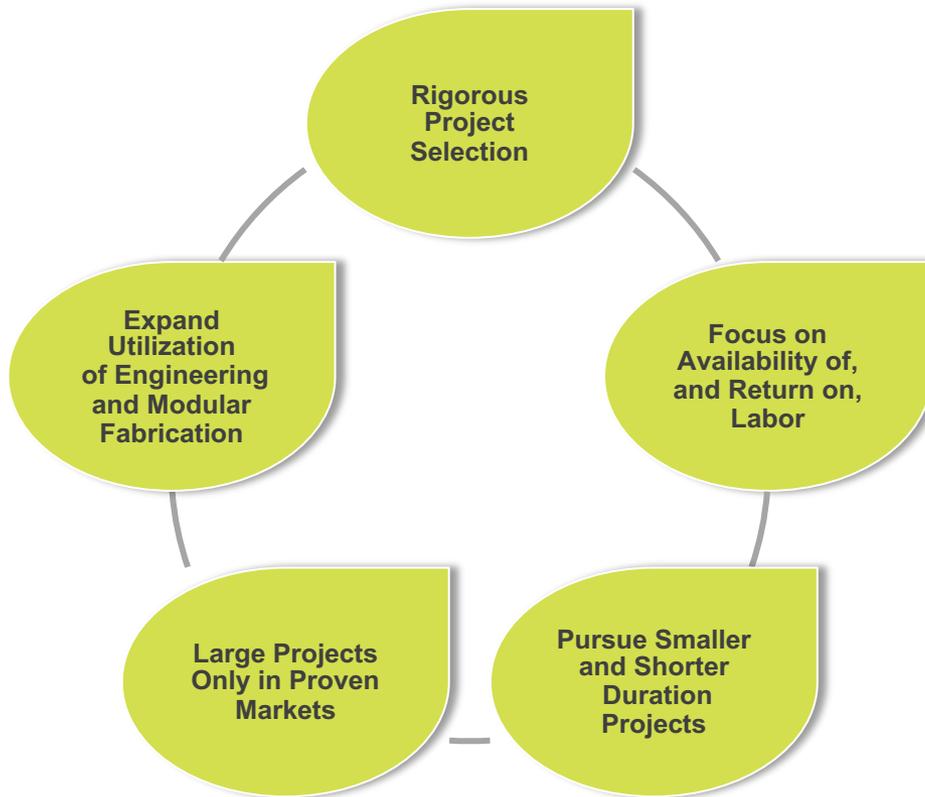
Three Key Initiatives to Drive Performance





# Current Year Objectives

## Three Key Initiatives to Drive Performance

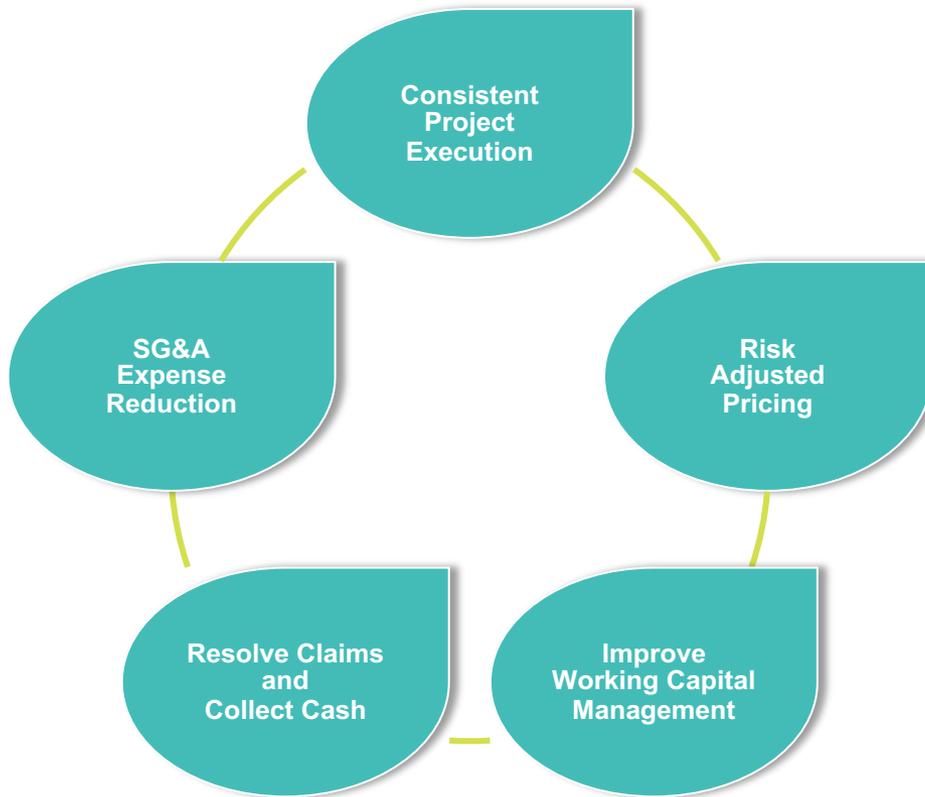


**Redefine the  
Risk  
Management  
Paradigm**



# Current Year Objectives

## Three Key Initiatives to Drive Performance

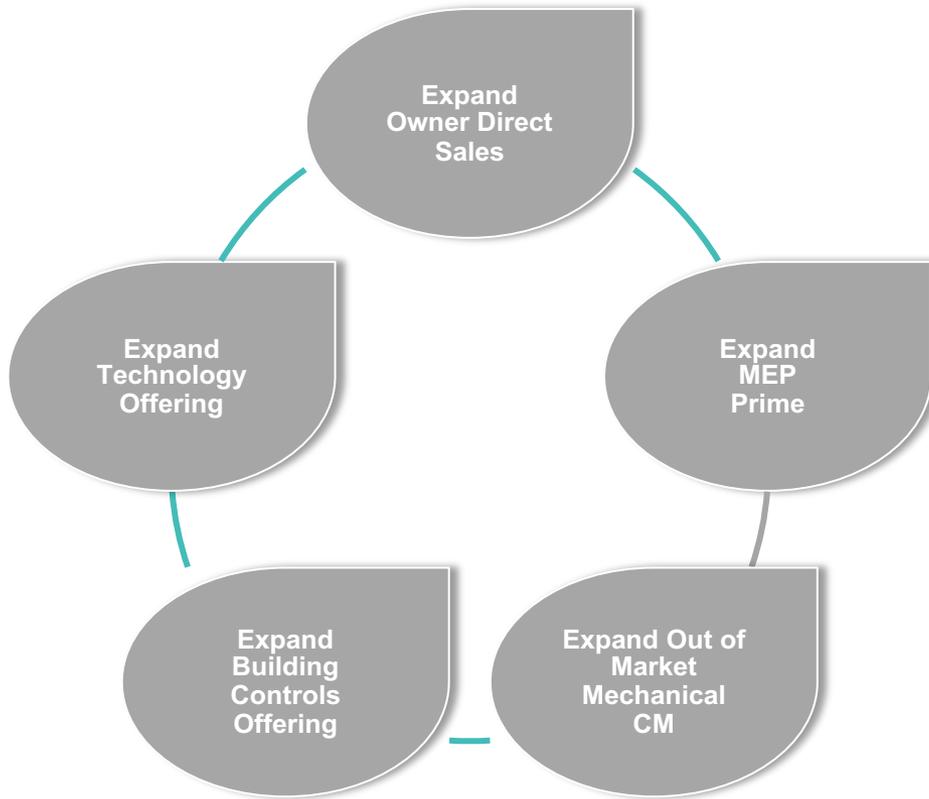


Maximize  
Profitability  
and  
Cash Flow



# Current Year Objectives

## Three Key Initiatives to Drive Performance

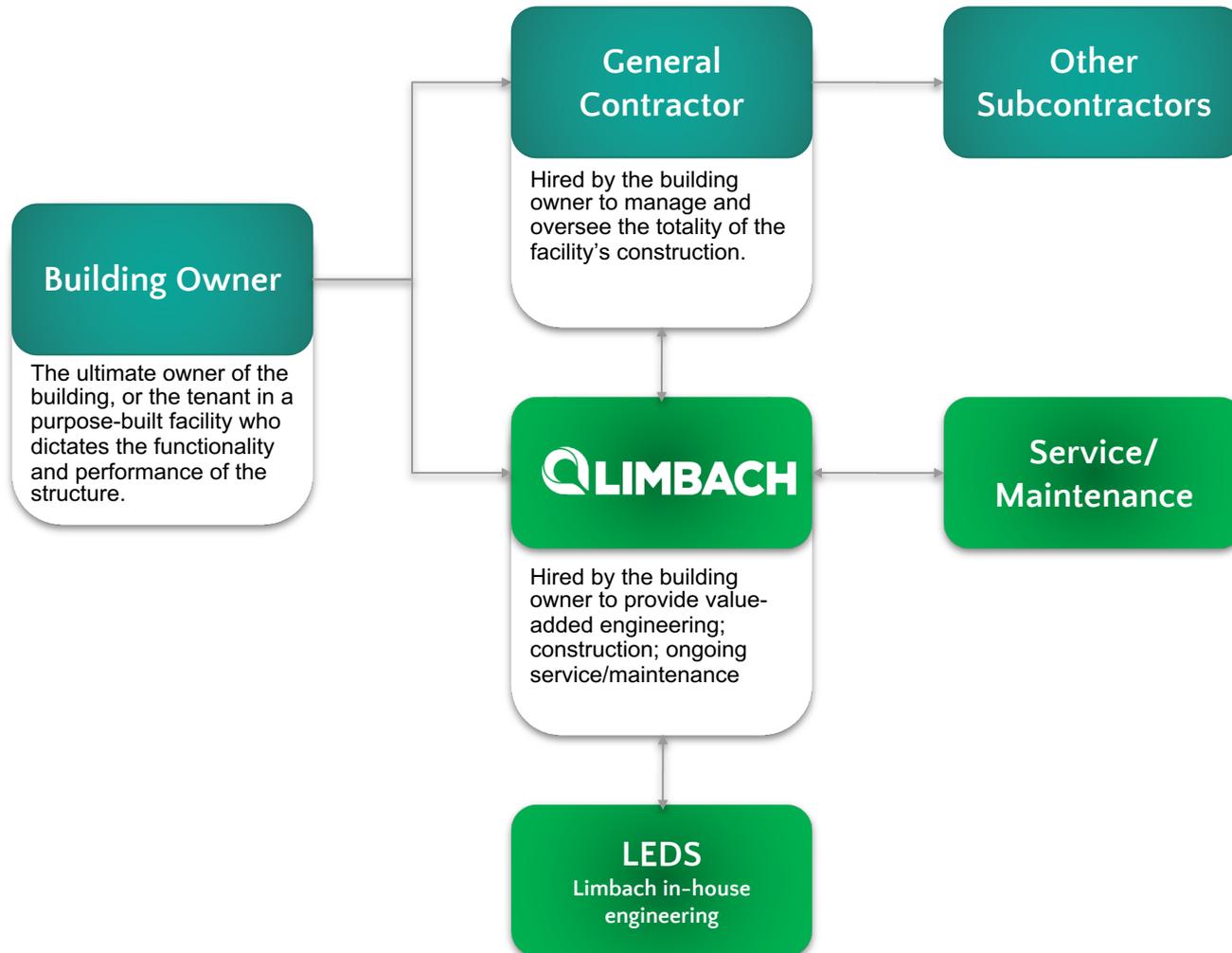


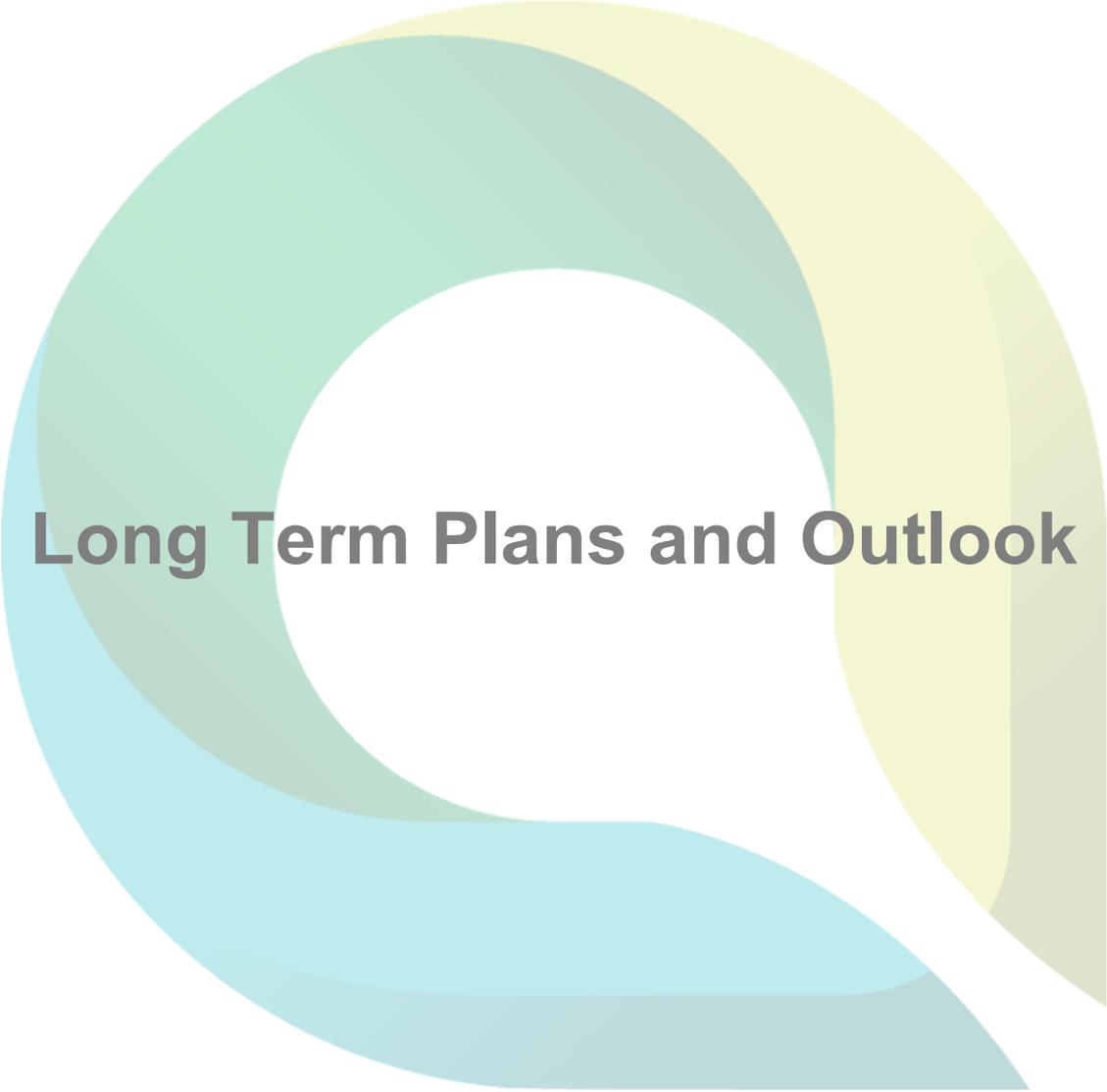
**Expand the  
Owner Direct  
Offering**



# Non-Residential Construction Ecosystem

## Owner-Direct Strategy



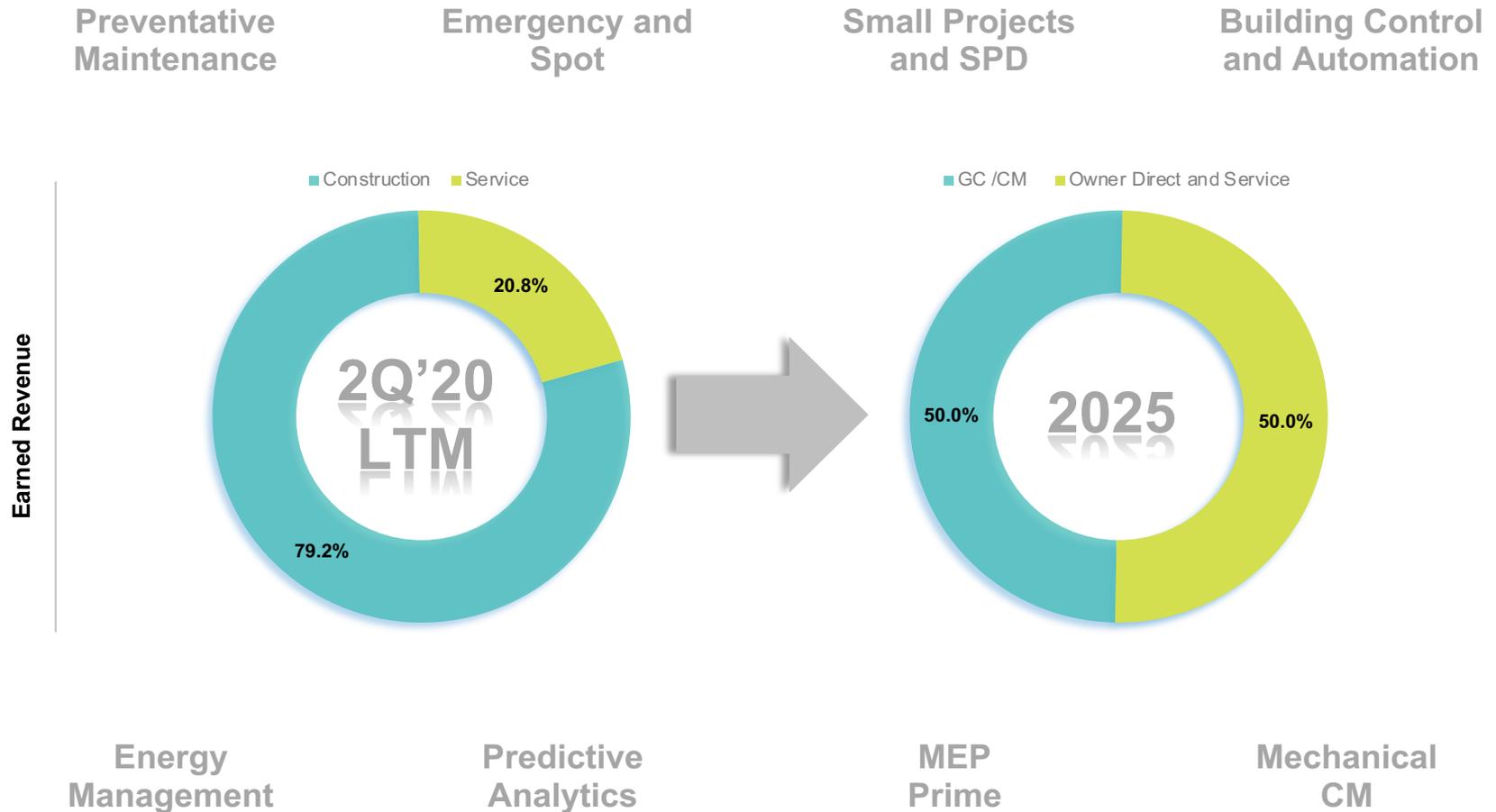


# Long Term Plans and Outlook



# Five Year Outlook

Further Migration to Owner-Direct and High Value Services



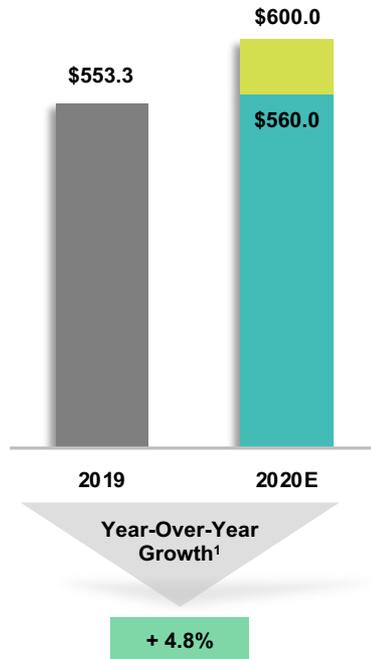


# Investment Case

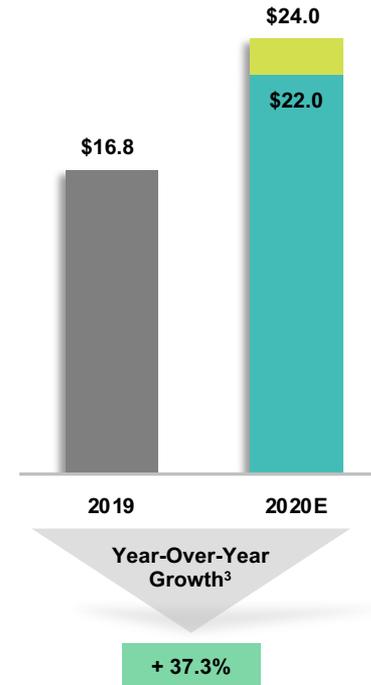


# Fiscal Year 2020 Guidance

## Earned Revenue



## Adjusted EBITDA<sup>2</sup>



Dollars in millions.

1. Based on \$580 million, the midpoint of the guidance range.

2. See p. 13 for Non-GAAP Reconciliation Table.

3. Based on \$23 million, the midpoint of the guidance range



# Liquidity and Debt Obligations

## Continuing Improvement in Working Capital Management

	December 31, 2019	June 30, 2020 <sup>1</sup>	July 31, 2020 <sup>1</sup>
<b>Cash and Cash Equivalents</b>	\$8.3	\$28.8	\$30.3
<b>Undrawn Revolver Availability<sup>2</sup></b>	10.7	10.5	10.5
<b>Total Liquidity<sup>3</sup></b>	19.0	39.3	40.8
<b><u>Forward 12 Month Amortization:</u></b>			
<b>Vehicle Lease Obligations</b>	2.4	2.7	2.7
<b>Term Loan<sup>4,5</sup></b>	2.0	4.0	4.0

Dollars in millions.

1. Although Limbach is not currently reporting its financial results for any periods subsequent to June 30, 2020, management is providing the following unaudited, supplemental balance sheet information as of July 31, 2020.
2. Equal to total revolving commitment of \$14.0 million less \$3.3 million, \$3.5 million and \$3.5 million in letters of credit at December 31, 2019, June 30, 2020, and July 31, 2020, respectively, less amounts drawn as of the balance sheet date (no amounts drawn at all balance sheet dates).
3. Equal to Cash and Cash Equivalents plus Undrawn Revolver Availability.
4. Term loan and revolving credit facility mature in April 2022.
5. Amortization of \$1 million per quarter beginning in the third quarter of 2020.



# Valuation Considerations

LMB Shares Currently Trade at a Significant Discount to Peers

Broad diversity, including by end-market, geography, customer and project

Evolving Owner-Direct and Service strategy drives greater revenue stability and profitability

Optimizing Construction project selection supports increasing segment margin profile

Minimal capex, greater balance sheet management and debt capital structure optimization

(\$ in millions) <sup>1</sup>	 LIMBACH	 EMCOR <small>EMCOR GROUP INC.</small>	 COMFORT SYSTEMS USA
Enterprise Value	\$98	\$3,747	\$2,114
Enterprise Value / 2020 EBITDA <sup>2,3</sup>	4.3x	7.2x	8.7x
% Owned by Officers and Directors	12.6%	2.0%	2.6%
2016-2020 Revenue CAGR	21.1%	2.5%	10.1%
2019-2020E Revenue Growth <sup>2,3</sup>	5.0%	2.3%	5.6%
2Q'20 LTM Gross Margin	13.5%	14.8%	20.4%
2Q'20 LTM EBITDA Margin	3.1%	6.0%	8.8%

Dollars in millions.

1. Data per FactSet as of September 25, and management.

2. Limbach data calculated using the midpoint of current Adjusted EBITDA guidance for 2020 of \$22 - \$24 million.

3. 2020 revenue and EBITDA estimates for EMCOR Group and Comfort Systems USA per D.A. Davidson.

4. Amortization of \$1 million per quarter beginning in the third quarter of 2020.



# Investor Relations Contacts

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Jeremy Hellman, CFA

Vice President

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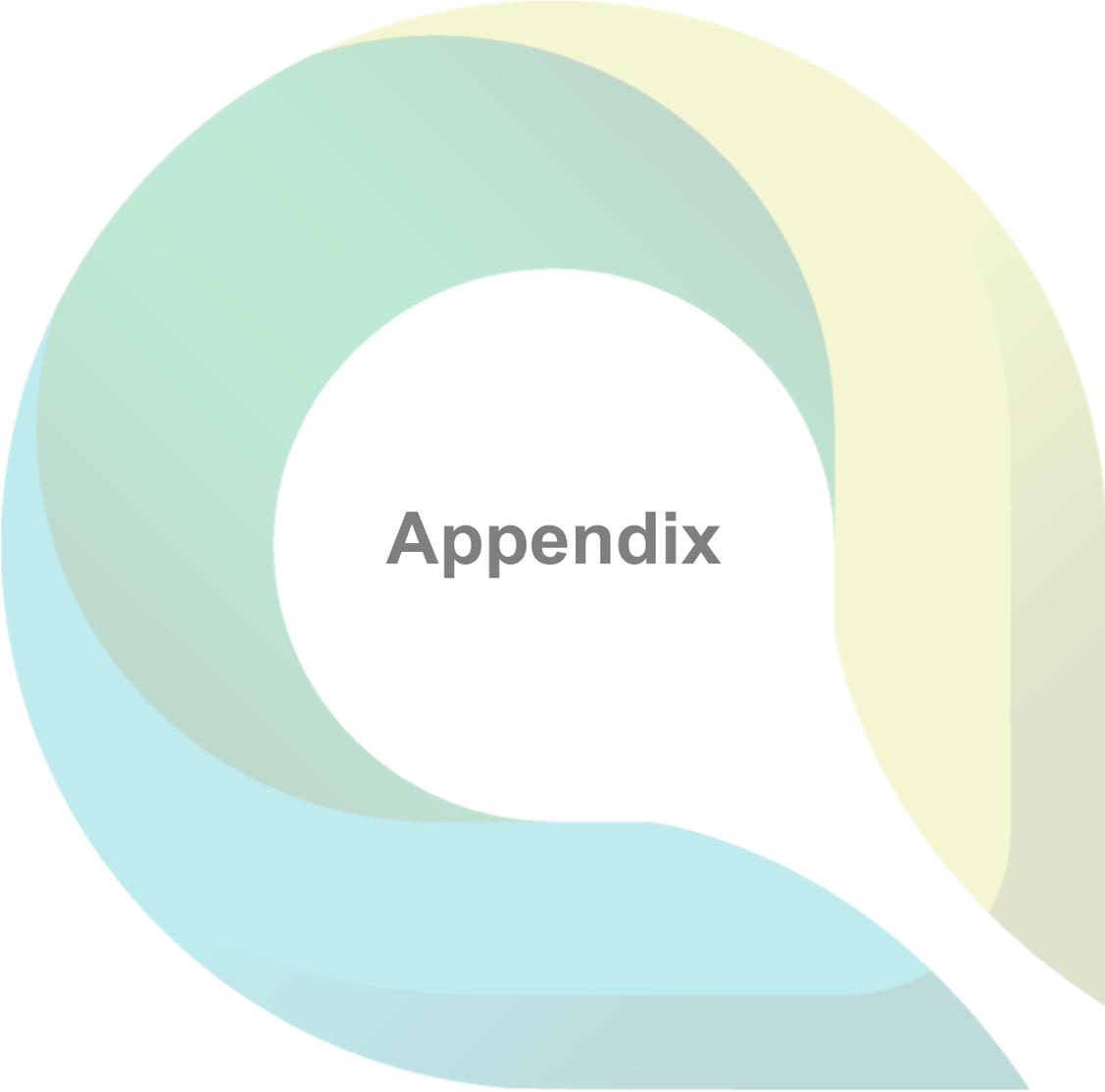
or

**Limbach Holdings, Inc.**

S. Mathew Katz

Executive Vice President

(212) 201-7006 / [matt.katz@limbachinc.com](mailto:matt.katz@limbachinc.com)



**Appendix**



# Non-GAAP Reconciliation Table

## Reconciliation of Net Income (Loss) to Adjusted EBITDA<sup>1</sup>

	Three Months Ended June 30,		Six Months Ended June 30,	
	2020	2019 (As Recast)	2020	2019 (As Recast)
<b>Net income (loss)</b>	<b>\$2,947</b>	<b>(\$1,289)</b>	<b>\$2,895</b>	<b>\$559</b>
<b>Adjustments:</b>				
Depreciation and amortization	1,636	1,460	3,140	2,873
Change in fair value of warrants	102	103	(59)	103
Severance expense	--	--	622	--
Loss on debt extinguishment	--	513	--	513
Interest expense	2,137	1,597	4,295	2,430
Non-cash stock-based compensation expense	140	515	435	882
Income tax (benefit) provision	1,110	(474)	476	261
<b>Adjusted EBITDA</b>	<b>\$8,072</b>	<b>\$2,425</b>	<b>\$11,804</b>	<b>\$7,621</b>

### \* 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 (loss) plus depreciation and amortization expense, interest expense, 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.