



# Investor Presentation

November 2022



# Safe Harbor

---

Statements contained herein and in the accompanying oral presentation contain forward-looking statements within the meaning of Section 27A of the Securities Act of 1933, as amended, and Section 21E of the Securities Exchange Act of 1934, as amended. Forward-looking statements may be identified by the use of words such as “intend,” “expect”, and “may”, and other similar expressions that predict or indicate future events or that are not statements of historical matters. Forward-looking statements are based on current information available at the time the statements are made and on management’s reasonable belief or expectations with respect to future events, and are subject to risks and uncertainties, many of which are beyond Montrose Environmental Group, Inc.’s (“Montrose,” “we,” “us” and “our”) control, that could cause actual performance or results to differ materially from the belief or expectations expressed in or suggested by the forward-looking statements. Further, many of these factors are, and may continue to be, amplified by the COVID-19 pandemic. Additional factors or events that could cause actual results to differ may also emerge from time to time, and it is not possible for us to predict all of them. Forward-looking statements speak only as of the date on which they are made, and we undertake no obligation to update any forward-looking statement to reflect future events, developments or otherwise, except as may be required by applicable law. Investors are referred to Montrose’s filings with the Securities and Exchange Commission, including its Annual Report on Form 10-K for the year ended December 31, 2021, for additional information regarding the risks and uncertainties that may cause actual results to differ materially from those expressed in any forward-looking statement.

Included in this presentation and the accompanying oral presentation are certain financial measures that are not calculated in accordance with U.S. generally accepted accounting principles (“GAAP”) designed to supplement, and not substitute, Montrose’s financial information presented in accordance with GAAP. The non-GAAP measures as defined by Montrose may not be comparable to similar non-GAAP measures presented by other companies. The presentation of such measures, which may include adjustments to exclude unusual or non-recurring items, should not be construed as an inference that Montrose’s future results, cash flows or leverage will be unaffected by other unusual or nonrecurring items. Please see the appendix to this presentation for how we define these non-GAAP measures, a discussion of why we believe they are useful to investors and certain limitations thereof, and reconciliations thereof to the most directly comparable GAAP measures.

The data included in this presentation regarding markets and the industry in which we operate, including the size of certain markets, are based on publicly available information, reports of government agencies, and published industry sources such as Environmental Business International, Inc. (“EBI”). In presenting this information, we have also made certain estimates and assumptions that we believe to be reasonable based on the information referred to above and similar sources, as well as our internal research, calculations and assumptions based on our analysis of such information and our knowledge of, and our experience to date in, our industries and markets. Market share data is subject to change and may be limited by the availability of raw data, the voluntary nature of the data gathering process and other limitations inherent in any statistical survey of market share data. In addition, customer preferences are subject to change. Accordingly, you are cautioned not to place undue reliance on such market share data or any other such estimates. While we believe such information is reliable, we cannot guarantee the accuracy or completeness of this information, and have we independently verified any third-party information and data from our internal research has not been verified by any independent source.





# Operating Overview

# Montrose Environmental at a Glance



- Unique, high growth environmental solutions company with a focus on ESG excellence
- Large and growing addressable market
- Resilient revenue with repeat client base and diverse end markets
- Strong record of organic growth and innovation, even during Covid-19 pandemic
- Consistent record of strategically and financially accretive acquisitions
- Strong cash flow profile and balance sheet

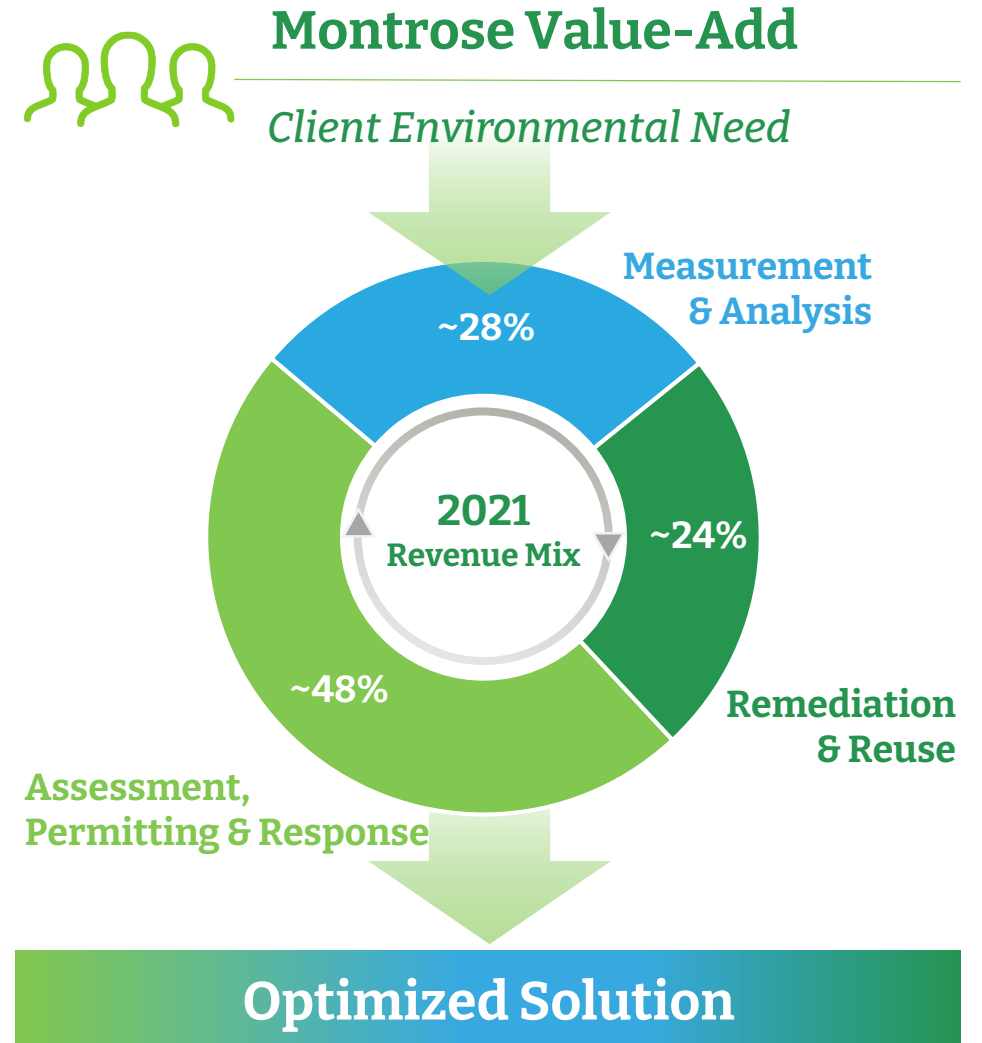
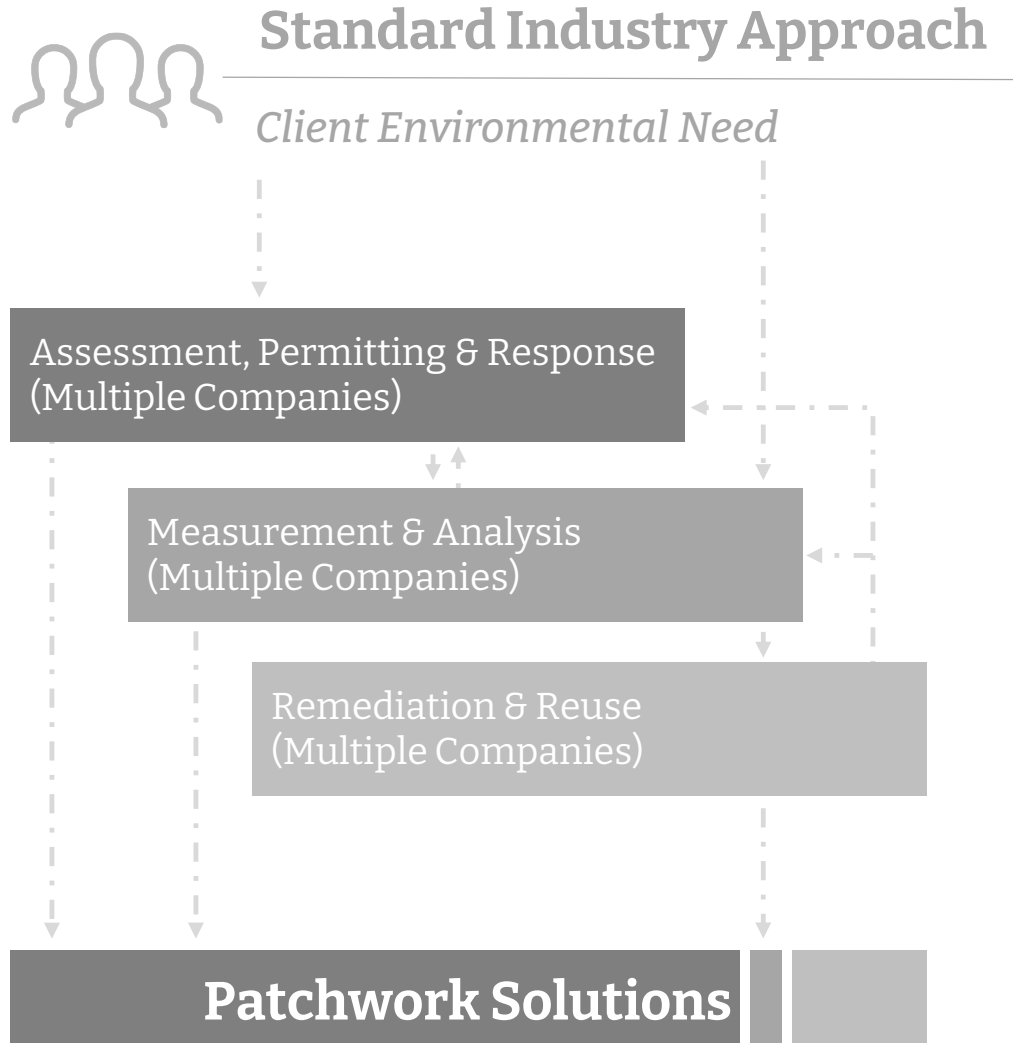




 Montrose Headquarters

 Montrose Offices

# Montrose Focus and Integration Optimizes Environmental Solutions



# Three Integrated Business Segments

Montrose provides holistic environmental solutions to clients

← 18% of Revenue Sourced From Multiple Service Lines in 2021 →

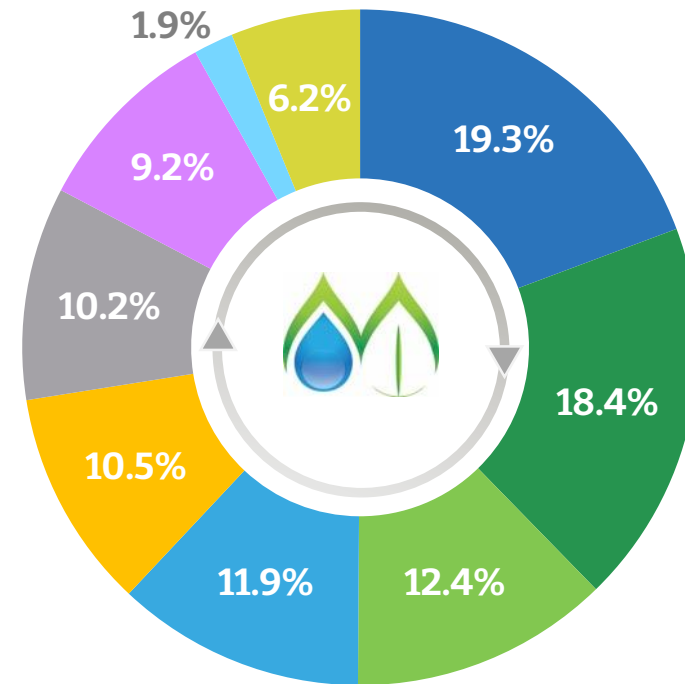
	Assessment, Permitting & Response	Measurements & Analysis	Remediation & Reuse
Exemplary Services	<p><b>Emergency Response (CTEH):</b></p> <ul style="list-style-type: none"> <li>• Environmental Incident Response</li> <li>• Risk Assessment &amp; Mitigation</li> </ul> <p><b>Regulatory Consulting:</b></p> <ul style="list-style-type: none"> <li>• Air Quality</li> <li>• Water Quality</li> </ul> <p><b>Planning and Ecosystems Consulting:</b></p> <ul style="list-style-type: none"> <li>• NEPA Compliance Documents</li> <li>• Natural Resource Damage Assessment (NRDA)</li> <li>• Net Environmental Benefit Analysis (NEBA)</li> </ul>	<p><b>Air Testing:</b></p> <ul style="list-style-type: none"> <li>• Source Emissions</li> <li>• Ambient Air Monitoring</li> <li>• Fenceline Monitoring</li> </ul> <p><b>Lab Services:</b></p> <ul style="list-style-type: none"> <li>• Air, Soil, Water, Sediment Analysis</li> <li>• Ultratrace Analysis and PFAS</li> <li>• Environmental Toxicology</li> </ul> <p><b>Leak Detection and Repair (LDAR):</b></p> <ul style="list-style-type: none"> <li>• Detection &amp; Measurement</li> <li>• Consulting &amp; Support Services</li> <li>• Data Management and Reporting</li> </ul>	<p><b>Water Treatment and Renewable Energy (Biogas) Solutions:</b></p> <ul style="list-style-type: none"> <li>• Initial Project Assessments and Feasibility Studies</li> <li>• Integrated System Engineering and Design, Installation, Start-up and Commissioning and O&amp;M</li> </ul> <p><b>Soil and Groundwater Remediation:</b></p> <ul style="list-style-type: none"> <li>• Site Investigations and Assessments</li> <li>• Remediation System Engineering and Design, Installation and O&amp;M</li> <li>• Underground Storage Tank Closure and Management</li> </ul>
Revenue Model	Primarily time & materials	Primarily fixed price and, for out of scope work, time & materials	Primarily fixed price and, for out of scope work, time & materials



# Long Term Relationships Across Diverse Customers and End Markets

- 5,300+ clients with largest client representing ~10% of FY2021 Revenue
- Long-standing relationships with a number of Fortune 1000 companies and government entities
- 90%/10% revenue split between private and public clients
- Clients generating 90%+ revenue in FY 2020 repeated in FY2021, building on similar retention in FY2020 and FY2019<sup>(1)</sup>

## Revenue End Market Mix Ex. CTEH<sup>(2)</sup> 2021



- Industrial Manufacturing
- Industrial Services
- Renewable Energy
- Utilities
- Other
- Fed / State / Local Governments
- Oil & Gas
- Consumer Products
- Chemicals

<sup>(1)</sup> Excludes CTEH

<sup>(2)</sup> See the appendix to this presentation for a breakdown of revenue by industry including CTEH revenues.



# Key Drivers of Environmental Solutions Industry For Montrose

## Regulatory & Compliance



- Multimedia compliance audits and reporting in response to regulatory programs continue to generate ongoing consulting support needs.
- Regulatory focus on greenhouse gas reduction and other emissions concerns have led to expanding emissions inventories and air toxics impact assessments.
- Emerging contaminants (e.g., PFAS) are spurring a new generation of testing, site assessment, remedial design, and groundwater remediation and water treatment opportunities.
- Transition to a lower-carbon economy is leading to market shifts (e.g., coal to gas to solar) that create next compliance and remediation needs (e.g., CCR).

## Infrastructure



- Record-setting U.S. Government infrastructure bill funding will energize project development, including engineering & consulting services, across multiple sectors.
- Large development projects are triggering environmental impact (NEPA/CEQA) assessment needs.
- Expansion of construction activity has led to permitting, laboratory, geotechnical, and stormwater pollution control opportunities.
- Aging infrastructure and shifts to newer technologies have led to plant decommissioning and redevelopment opportunity.
- National defense complex continues to address legacy environmental impacts as part of ongoing installation modernization.

## Global Public Demands



- Service opportunities are emerging in response to clients' ESG needs for sustainability, resiliency, environmental justice, and corporate assurance.
- Emergency response, industrial hygiene, and toxicology support continue to increase for clients with safety consulting and adverse climate event needs.
- Public concern for drinking water quality and ecological impacts have led clients to implement PFAS water treatment projects.
- Renewable energy programs can create opportunities for biogas development as well as permitting services to support next-generation energy production.










# Capabilities Aligned with Emerging Political & Regulatory Priorities

← Focus on Environmental Matters Creates Tailwinds for Montrose →

	Assessment, Permitting & Response			Measurement & Analysis			Remediation & Reuse	
	Ecosystem	Regulatory	Response	Testing	Lab	LDAR	Biogas	Soil/Water
Climate Change & Event Driven Response	✓	✓	✓	✓	✓	✓		✓
Greenhouse Gas Mitigation & Air Quality	✓	✓	✓	✓	✓	✓	✓	
Emerging Contaminant Regulation (e.g. PFAS)	✓	✓	✓	✓	✓			✓
Renewable Energy and Reduced Carbon Intensity	✓	✓					✓	
Increased Regulatory Enforcement (i.e., EPA, SEC)	✓	✓		✓	✓	✓		✓
Infrastructure and Defense Spending	✓	✓	✓	✓	✓	✓		✓



# Examples of Recent Regulatory Tailwinds

Rule	Summary	Assessment, Permitting & Response	Measurement & Analysis	Remediation & Reuse
<p><b>PFAS Hazardous Substance Designation Legislation</b></p>	<p>Would cause PFOA and PFOS to be eligible for clean up under the recently refunded Superfund Program and require companies to report any spills that could trigger additional contamination actions.</p>			
<p><b>Toxic Release Inventory - PFAS</b></p>	<p>Adds certain per- and polyfluoroalkyl substances to the list of chemicals covered by the Toxics Release Inventory and provides a framework for additional PFAS to be added to this list on an annual basis.</p>			
<p><b>Methane New Source Performance Standard</b></p>	<p>Proposes to expand and strengthen emissions reduction requirements that are currently on the books for new, modified and reconstructed oil and natural gas sources, and would require states to reduce methane emissions from hundreds of thousands of existing sources nationwide for the first time.</p>			



# Working Across Montrose to Help Solve the Global PFAS Problem



**Our Team of Engineers, Geologists, Chemists, Scientists, Toxicologists, Risk Assessors, and Field Technicians Provide an Integrated, Cross-functional Continuum of Services to Address the Complexities Surrounding PFAS**

## Environmental Challenge:

PFAS are widely used, long lasting chemicals components which break down very slowly over time in water, air and soil

## Remediation Outlook:

PFAS remediation expenditures in the U.S. are estimated to surpass \$160 billion<sup>(1)</sup> at over 40,000 sites over the next 20-30 years

## Montrose Integrated PFAS Solutions:

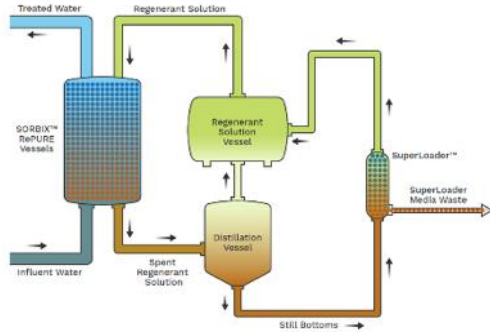
- Human health and environmental risk communication
- Front-end planning
- Site characterization sampling and evaluation
- Laboratory testing
- Toxicology and risk assessment
- Regulatory compliance
- Air testing
- Water and soil remediation
- Water treatment design and installation

<sup>(1)</sup> Environmental Business Journal, Volume XXXII, Numbers 5/6, 2019



# Distinguishing Features of Montrose PFAS Solutions

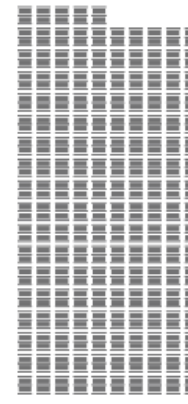
## Patented Technology\*



A sustainable system for removing and concentrating PFAS from water allows PFAS-saturated resin to be regenerated onsite and reused

- \*SORBIX™ RePURE (10,287,185)
- \*SuperLoading™ (US 10,913,668 B2)

## Less Waste, Smaller Footprint

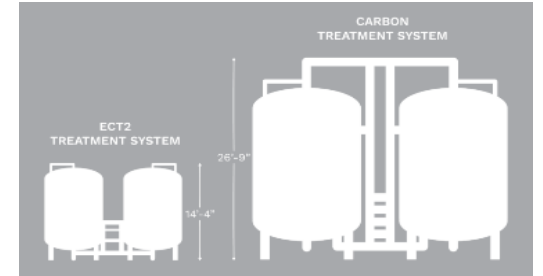


Single use GAC - 185 Barrels

For every million gallons of water treated, only ~1 gallon of solid waste is generated

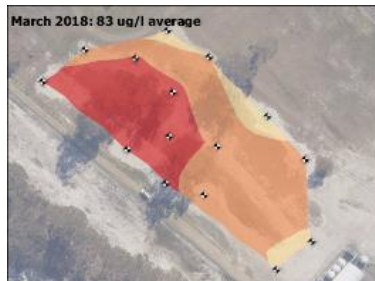


Regenerable IEX - <1 Barrel

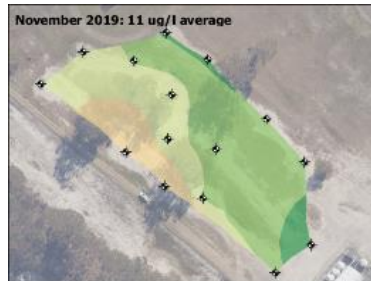


Approximately 10x the capacity of Granular Activated Carbon (GAC)

## Compelling Case Studies



Montrose Regenerable Resin Solution Before & After PFAS Plume



For ~\$6m, in ~18 months with our proprietary technology, Montrose created a PFAS treatment solution for the community & our client

## PFAS Destruction – The Future



Plasma Technology, Clarkson University - YouTube

The high concentration of PFAS in the recovered waste from the Montrose treatment solution has broad applicability in emerging PFAS destruction technologies

Both Electrochemical Oxidation and Plasma Destruction in combination with Montrose solutions have demonstrated efficacy in field applications

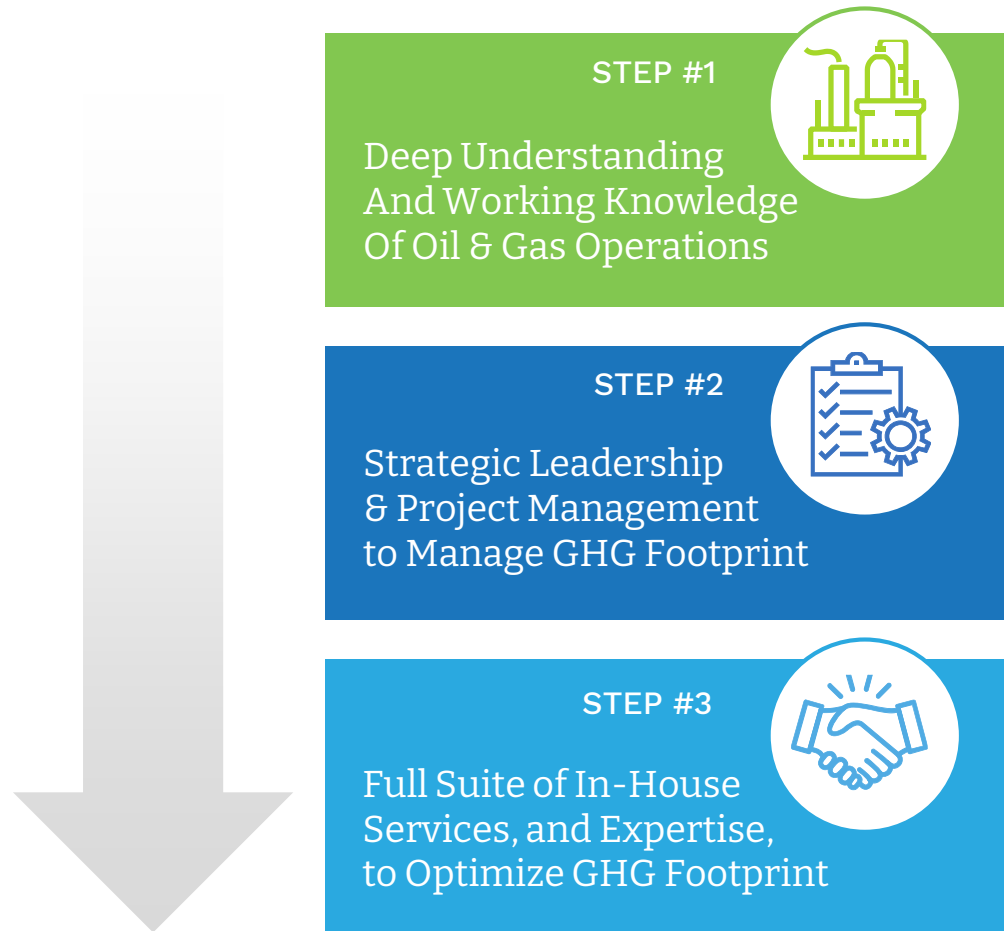


# PFAS - European Expansion

- Prior to installing a full-scale PFAS removal system, “Pilot” studies (or technology demonstrations) are conducted for up to twelve months to ensure treatment objectives can be met given the unique water and geologic conditions at each site.
- **This map highlights existing locations for our pilot and bench studies in Europe**
- Pilots are managed by our dedicated European-based technical team.



# Working Across Montrose to Help Solve the Global GHG Problem



**Detection + Data + Integrated Solutions  
= Achieving GHG Reduction Goals**

## Environmental Challenge:

O&G industry's operations represent 9% of human-made greenhouse gas (GHG) emissions. Stakeholders, including the SEC's newly proposed climate change disclosure rules, are pushing companies to disclose **consistent, comparable, and reliable data** while working towards climate-change goals.<sup>(1)</sup>

## Remediation Outlook:

The drive towards low-carbon and low-cost is the industry paradigm and we believe those who are able to achieve it will enjoy a competitive advantage.<sup>(2)</sup> **In 2020, Oil and Gas Climate Initiative members invested over \$7B in low carbon solutions.**<sup>(3)</sup>

## Integrated GHG Solutions :

- **Advisory Services** – Establishing the best frameworks to determine accurate and actionable GHG emission footprints and plans
- **Testing** - Cutting-edge GHG detection and measurement from our established air quality testing and laboratory business lines
- **Data management** – Software to enable real time data capture, analytics and visualization
- **Mitigation** (e.g., Biogas development)

(1) [https://www.mckinsey.com/industries/oil-and-gas/our-insights/the-future-is-now-how-oil-and-gas-companies-can-decarbonize#:~:text=The%20industry's%20operations%20account%20for,global%20emissions%20\(Exhibit%202\).](https://www.mckinsey.com/industries/oil-and-gas/our-insights/the-future-is-now-how-oil-and-gas-companies-can-decarbonize#:~:text=The%20industry's%20operations%20account%20for,global%20emissions%20(Exhibit%202).)  
(2) [https://www.weforum.org/agenda/2021/08/oil-gas-industry-lifecycle-approach-reducing-emissions/.](https://www.weforum.org/agenda/2021/08/oil-gas-industry-lifecycle-approach-reducing-emissions/)  
(3) [https://www.ogci.com/about-us/.](https://www.ogci.com/about-us/)



# Consistent Creation of Economic Value

## Organic Earnings Growth (+)

- Consistent growth since 2016:
  - Adjusted EBITDA<sup>(1)</sup> has grown at more than 2x the rate of our revenue
  - Since 2016, organic revenue growth averaging ~9% per year. With CTEH, our combined organic revenue growth is averaging ~14% per year<sup>(2)</sup> since 2016
- Revenue synergies have been more impactful than cost synergies
- Positioned to continue growing organic revenue at a mid-to-high single digit rate over the next several years

## Strategically Additive Acquisitions (+)

- Acquisitions represent a core part of growth strategy within a highly fragmented environmental market
  - Environmental services industry comprised of thousands of firms
- Strategic acquisitions purchased at attractive values can generate significant shareholder value over time given Montrose's unique platform with scale, differentiation and technology.
- M&A objective to acquire an expected \$10-15 million of annualized EBITDA per year at attractive multiples

## Continued Investments (-)

- Investments in corporate infrastructure and in new business lines and R&D offsets near term profits
  - Infrastructure is highly additive and enables (i) rapid integration of companies, (ii) better risk management, (iii) improved data management and security, and (iv) enhanced employee safety and development. Operating leverage from scale over corporate costs is a medium term opportunity and is evident in recent Adjusted EBITDA margin<sup>(1)</sup> trends
  - New business lines and R&D have helped create differentiation and competitive advantages for Montrose

<sup>(1)</sup> Adjusted EBITDA and Adjusted EBITDA margin are non-GAAP measures. Adjusted EBITDA adds back non-recurring expenses. Adjusted EBITDA margin represents Adjusted EBITDA as a percentage of revenue. See the appendix to this presentation for a discussion of these measures and a reconciliation of Adjusted EBITDA to the most directly comparable GAAP measure.

<sup>(2)</sup> We define organic growth as the change in revenues excluding revenues from acquisitions for the first twelve months following the date of acquisition. CTEH revenues exclude CTEH's revenues generated from major environmental events resulting in one or more projects contributing more than \$4.0 million of revenue in any year.



# Key Organic Growth Initiatives

**1** Expand existing local relationships into **national and international** relationships

**2** Sell additional **environmental services** to existing clients

**3** Deploy **innovative technologies**, processes and applications to address unmet client needs

**4** Provide sales training and build a targeted sales team to **drive growth** and **acquire new clients**

**5** Build Montrose **brand awareness** and **marketing capabilities**

**6** **Recruit and retain** industry leaders

**7** Capture environmental service opportunities arising from **government investment, regulation and enforcement**

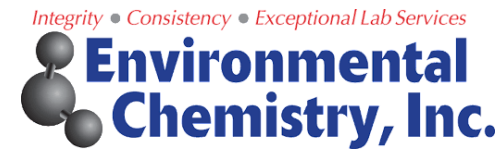
**8** **Agile and diverse expertise** to address emerging situations for clients, such as natural disasters and COVID-19 related matters

**Consistent,  
Steady, Stable  
Growth**



# Recent M&A Overview

- Successfully completed a number of value-enhancing acquisitions in 2021 and 2022
- Consistently target additive services, geographies, clients and technologies
- Demonstrated ability to successfully integrate, cross-sell and create revenue synergies over time
- Acquisition pipeline remains robust
- Strong balance sheet and ample liquidity to execute M&A strategy



# Investment Highlights



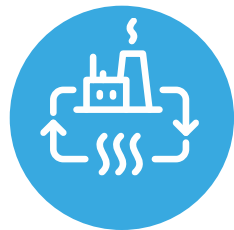
**ESG is who we are – the environment is our business**



**Strong financial performance with consistent track record of growth & cash flow generation**



**Resilient across political and economic cycles with diverse customers and end markets**



**Differentiated technology, processes and applications**



**Significant scale with global reach in large, growing and highly fragmented industry**



**Proven ability to identify, execute and integrate acquisitions with a strong pipeline ahead**



**Experienced management team coupled with a team-centric culture**





# Financial Overview



**MONTROSE**  
ENVIRONMENTAL

# Strong Record of Long-term Growth

## Multiple Levers to Drive Growth

ORGANIC GROWTH

Continued market share gains through focused marketing, business development and technology innovation

MARGIN EXPANSION

Revenue Growth and Operating Leverage

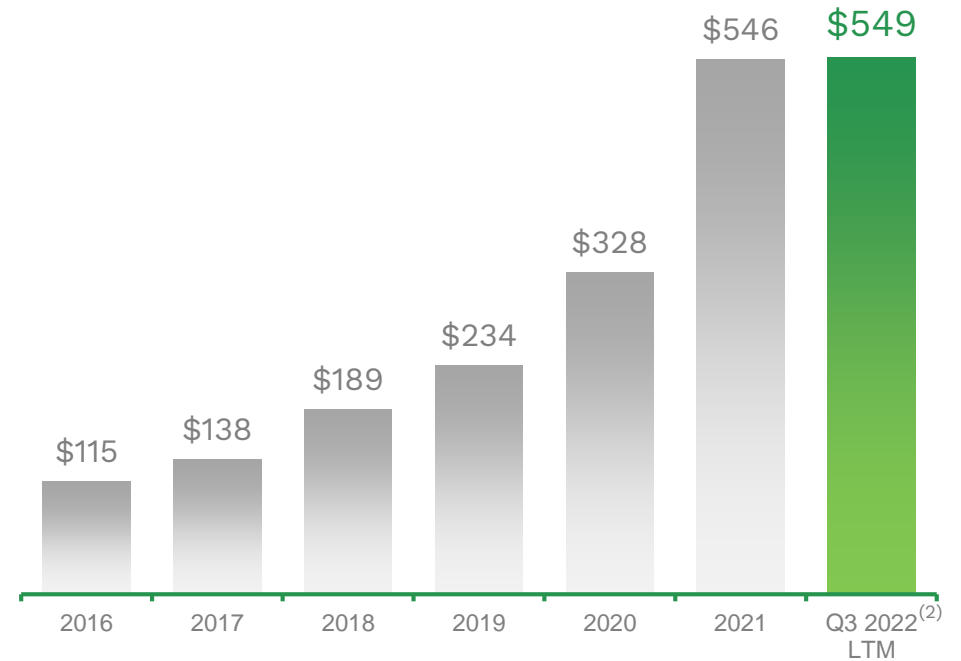
MARKET GROWTH

Regulations & compliance, investor priorities, infrastructure investment and global public awareness related to environmental stewardship drove outperformance of the estimated ~2% market growth rate<sup>(1)</sup>

STRATEGIC ACQUISITIONS

Strategic acquisition opportunities in highly fragmented markets

**Revenue** (\$ in Millions, Dec FYE)  
2016-Q3 2022 LTM CAGR: 31%



(1) 2021-2024 U.S. revenue CAGR sourced from 2021 EBI Environmental Services data set.

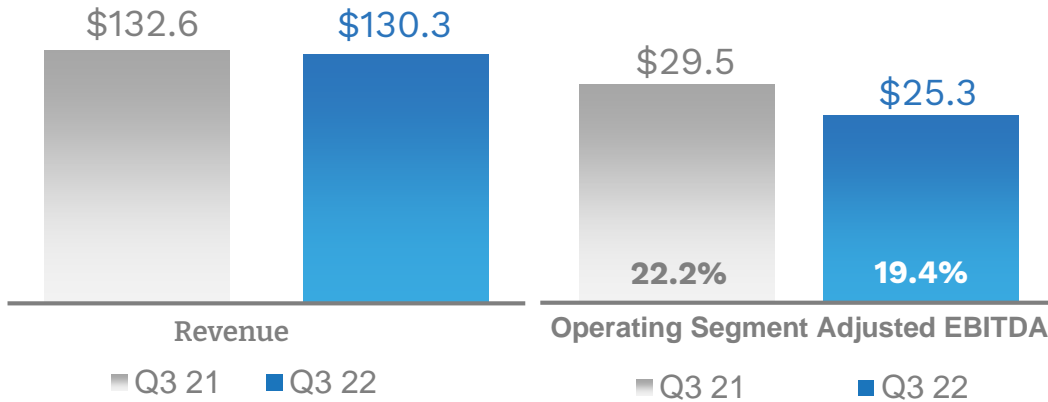
(2) Presentation of financial information on a last twelve month ("LTM") basis is not in accordance with GAAP. See the Appendix to this presentation for a discussion of this presentation and how it is derived from our historical amounts reported under GAAP.



# Q3 2022 Segment Performance

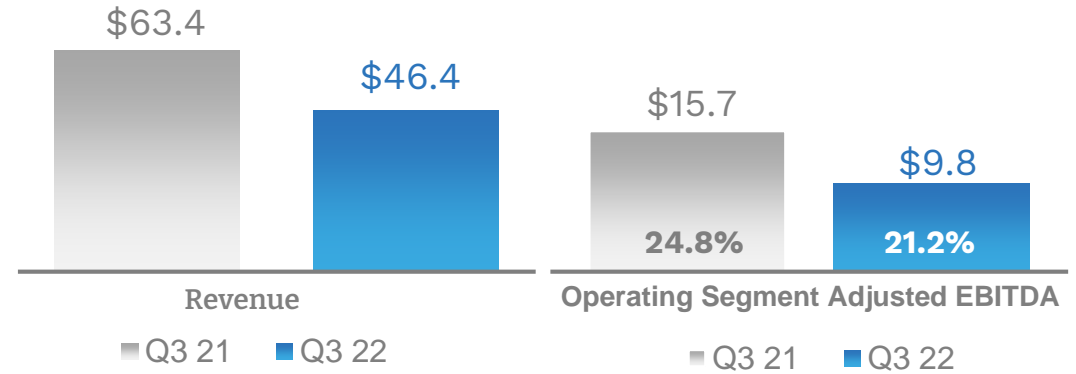
## Total Operating Segments

(\$ in mm; % of revenue)



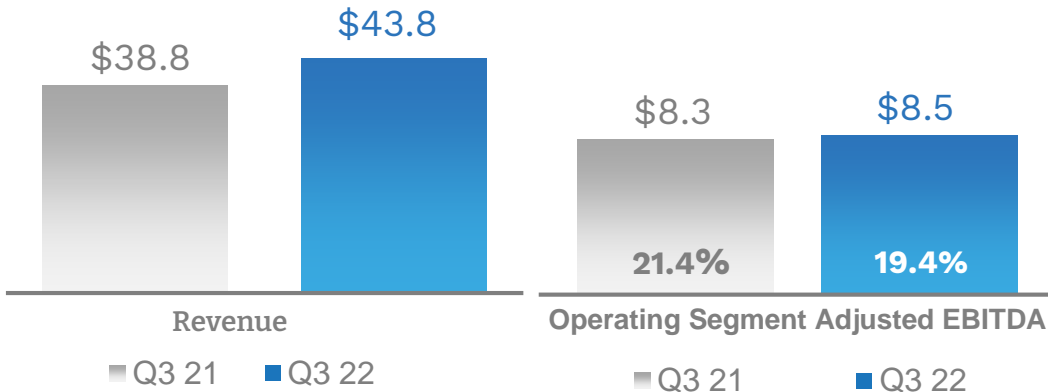
## Assessment, Permitting and Response

(\$ in mm; % of revenue)



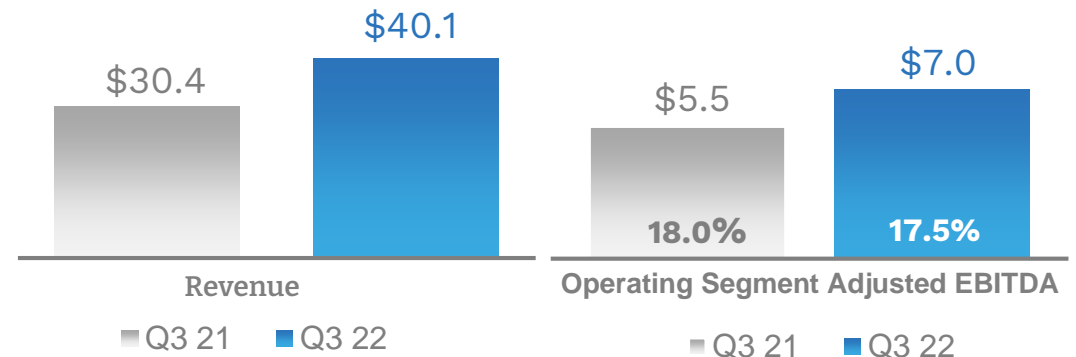
## Measurement & Analysis

(\$ in mm; % of revenue)



## Remediation & Reuse

(\$ in mm; % of revenue)



Note: For purposes of evaluating segment profit, the Company's chief operating decision maker reviews Operating Segment Adjusted EBITDA as a basis for making the decisions to allocate resources and assess performance. See Note 18 to our condensed consolidated financial statements included in our Form 10-Q for the quarter ended September 30, 2022.

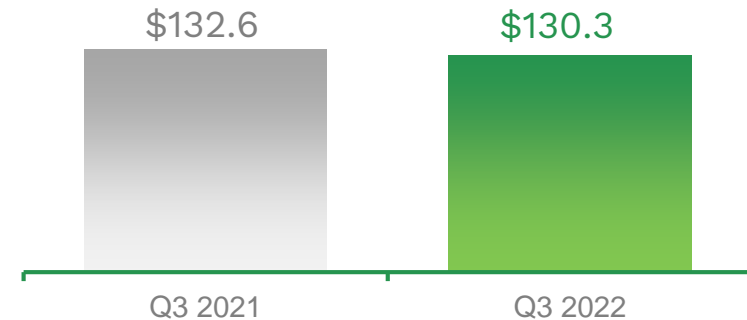


# Q3 and YTD Q3 2022 Revenue Performance

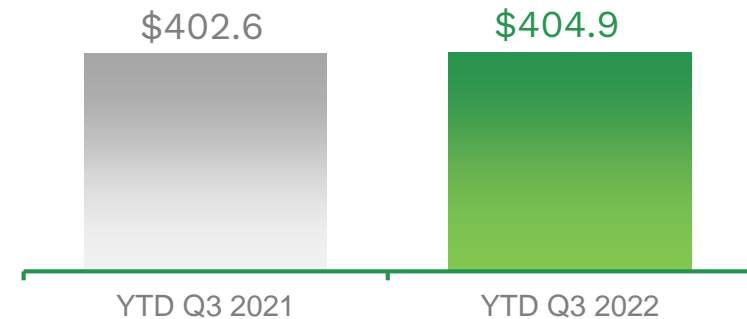
**Q3 Revenue and YTD Q3 Revenue in-line with expectations for: (i) strong organic revenue growth across most services lines plus accretive acquisitions and (ii) a decline in CTEH COVID-19 related services**

- Q3 down 1.7% YoY to \$130.3 million primarily due to lower revenue from CTEH COVID-19 related services, and partially offset by organic growth in M&A and R&R segments as well as the contributions from acquisitions
- Q3 YTD up 0.6% YoY to \$404.9 million due to strong organic growth in M&A and R&R segments, as well as the contributions from acquisitions, partially offset by lower CTEH revenues and exit from legacy wastewater treatment and biogas O&M contracts

**Q3 2022 Revenue**  
(\$ in Millions)



**YTD Q3 2022 Revenue**  
(\$ in Millions)

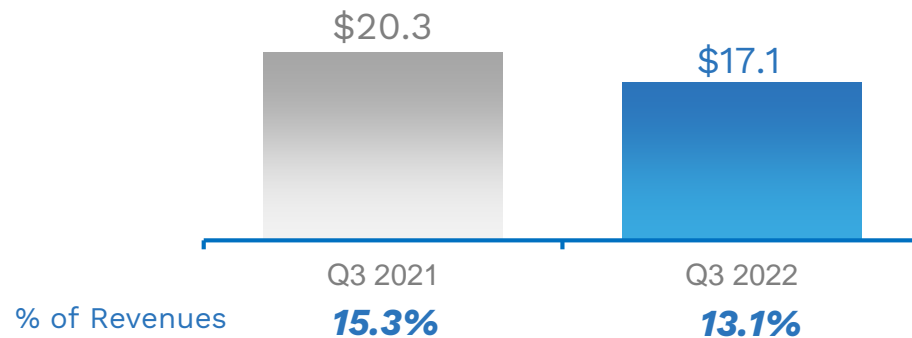


# Q3 and YTD Q3 2022 Consolidated Adjusted EBITDA<sup>(1)</sup> Performance

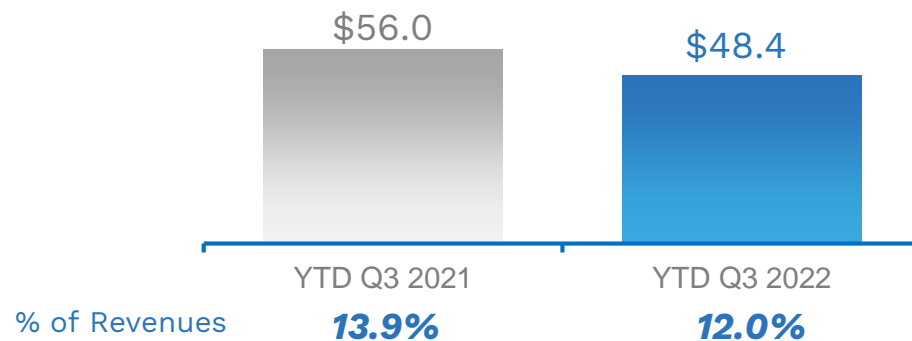
## Q3 and YTD Q3 Consolidated Adjusted EBITDA<sup>(1)</sup> in-line with expectations

- Q3 and YTD Q3 decline due to lower revenue and business mix, respectively, the cyber-attack in June, continued investments in operating infrastructure in biogas and water businesses, higher variable costs, and other direct costs, partially offset by pricing initiatives

### Q3 2022 Consolidated Adjusted EBITDA<sup>(1)</sup> (\$ in Millions)



### YTD Q3 2022 Consolidated Adjusted EBITDA<sup>(1)</sup> (\$ in Millions)



<sup>(1)</sup> Consolidated Adjusted EBITDA is a non-GAAP measure. See the appendix to this presentation for a discussion of this measure, including how it is calculated and the reasons why we believe it provides useful information to investors, and a reconciliation for historical periods to the most directly comparable GAAP measure.

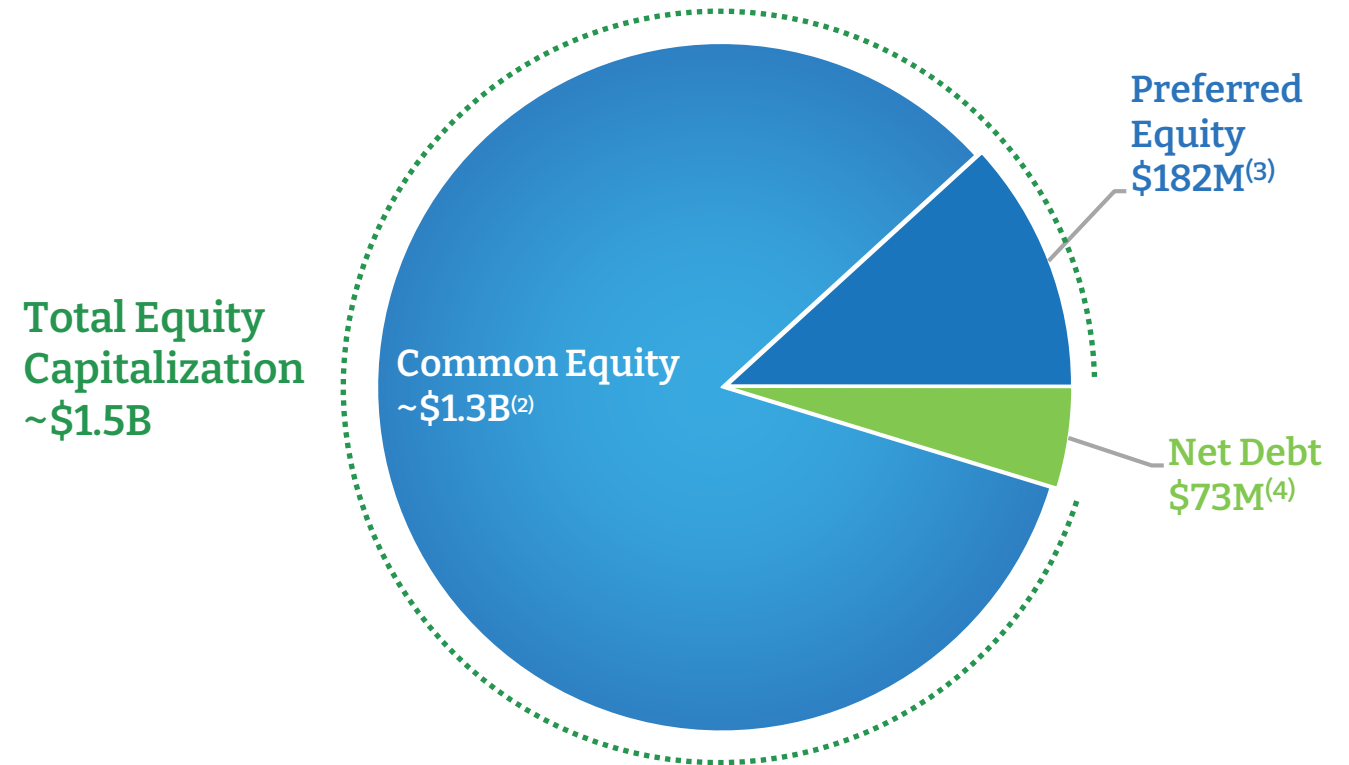


# Attractive Capital Structure

## Commentary

- Flexible balance sheet to pursue investments in innovation and acquisitions in highly fragmented industry
- Montrose has \$218.6 million of liquidity, including \$93.6 million of cash and \$125.0 million of availability under its revolving credit facility as of 9/30/22
- Net leverage<sup>(1)</sup> of 1.2x as of 9/30/22
- Equity capitalization of ~\$1.5 billion<sup>(2)</sup> consisting of 1) 29.7 million shares of common stock outstanding plus 2) \$182.2 million of A-2 Preferred Equity held by Oaktree<sup>(3)</sup>

## Market Capitalization



<sup>(1)</sup> The Company's leverage ratio under its credit facility includes the impact of acquisition-related contingent earnout payments that may become payable in cash.

<sup>(2)</sup> As of November 3, 2022.

<sup>(3)</sup> Includes Initial \$175M stated value and accrued interest through July 27, 2020.

<sup>(4)</sup> Net debt is a non-GAAP measure and is calculated as total debt (excluding deferred debt issuance costs) of \$166.3 million less cash on hand of \$93.6 million as of September 30, 2022. See the appendix to this presentation for a discussion of Net Debt.





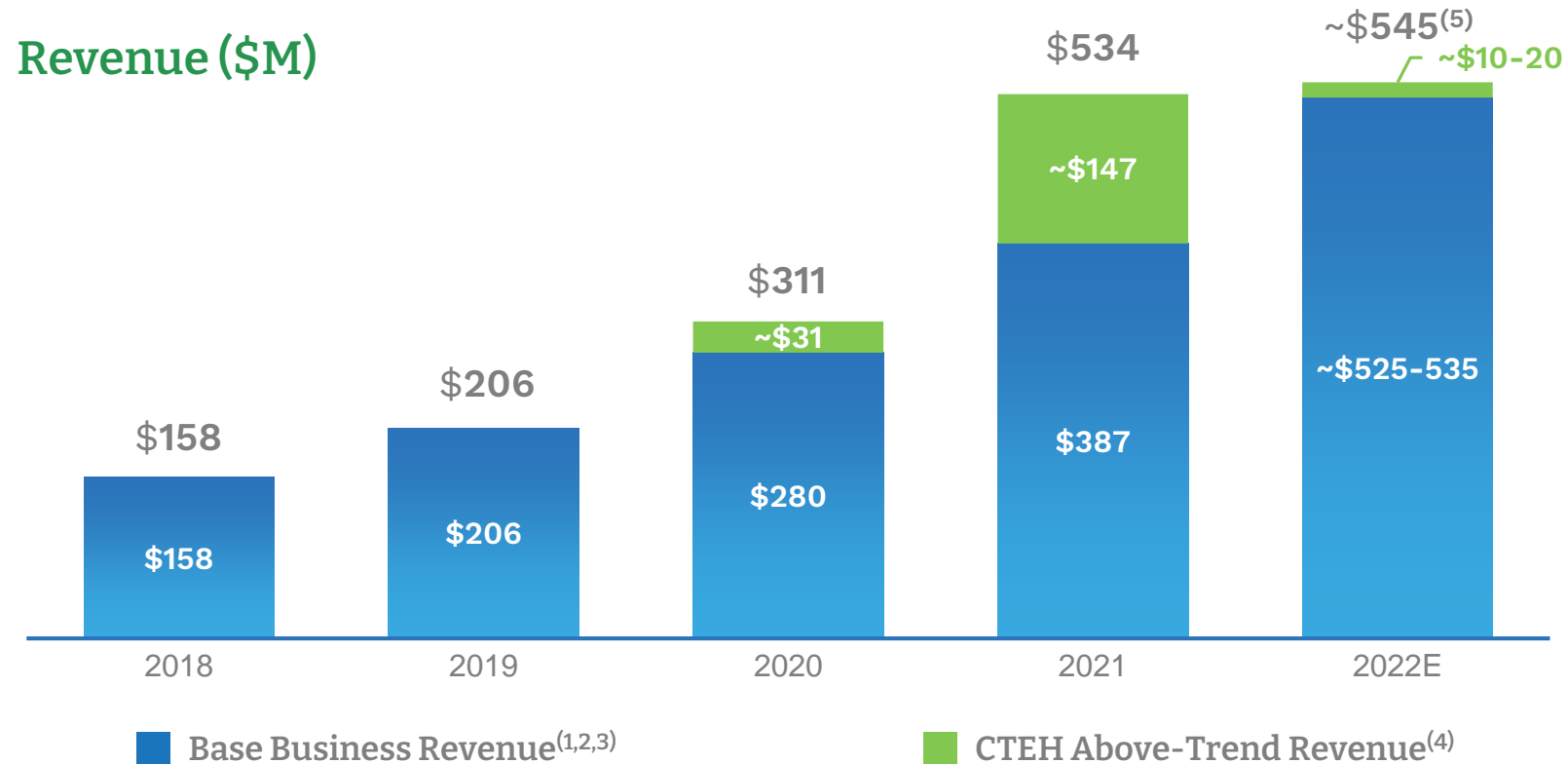
# Outlook



**MONTROSE**  
ENVIRONMENTAL

# Base Business<sup>(1)</sup> Revenues on Solid Trajectory in 2022

## Well Positioned for Growth in Base Business<sup>(1)</sup> Revenue in 2022



(1) Base business revenues represent total revenues less CTEH above-trend revenues in a year, including revenues from acquisitions completed in that year. See footnote 3.

(2) Excludes discontinued service lines, which generated revenues of \$30.8 million in 2018, \$27.8 million in 2019, \$17.1 million in 2020, \$12.0 million in 2021, and \$3.1 million in YTD Q3 2022.

(3) Base business includes CTEH run-rate revenue based on management estimates over certain periods of time. CTEH run-rate revenue in 2020 represents the midpoint of an estimated \$60 million to \$80 million full year range, prorated for the 9 month period beginning on the date of the CTEH acquisition on April 1, 2020. CTEH run-rate revenue in 2021 and projected revenue for 2022 assume the midpoint of an estimated \$75 million to \$95 million full year range.

(4) CTEH above-trend revenue is the difference between CTEH actual revenue and CTEH estimated run-rate revenue, representing, for example, heightened demand for COVID-19 related CTEH services that are expected to continue tapering in future periods.

(5) Midpoint of 2022E outlook range for revenue between \$535-\$555 million, does not include any benefit from future acquisitions that have not yet been completed. In historical periods, revenues generated by businesses acquired during the year are included in base business revenue.

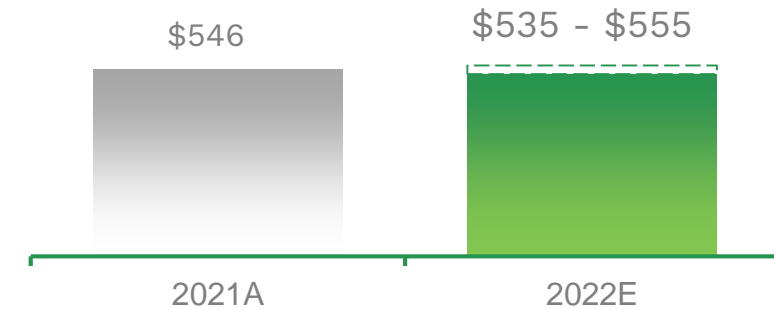


# 2022 Outlook

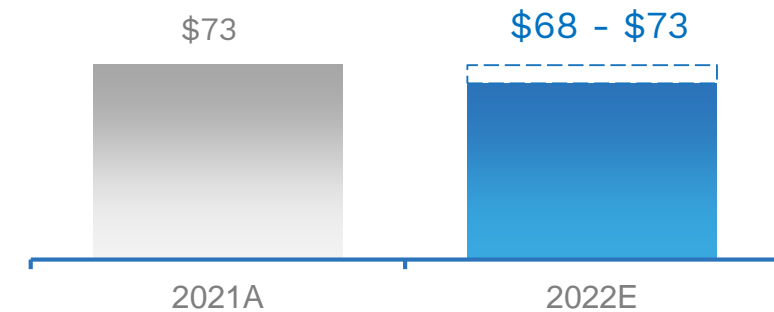
## Current Outlook Aligned With Long-term Expectation for Base Business Revenue<sup>(1)</sup> Growth on Average in Excess of 20% Per Year For Foreseeable Future

- 2022E outlook assumes revenue double-digit organic growth excluding CTEH plus accretive acquisitions, offset by an expected decline in CTEH revenues.
- Revenue expected to be in the range of \$535-\$555 million. Consolidated Adjusted EBITDA<sup>(2)</sup> is expected to be in the range of \$68.0 million to \$73.0 million.
- Business is better assessed on yearly results as demand for environmental services is not driven by specific or predictable patterns in one or more fiscal quarters.

Revenue (\$ in Millions)



Consolidated Adjusted EBITDA<sup>(2)</sup> (\$ in Millions)



(1) Base business revenues represent total revenues less CTEH above-trend revenues in a year, including revenues from acquisitions completed in that year. See slide 15.

(2) Consolidated Adjusted EBITDA is a non-GAAP measure. See the appendix to this presentation for a discussion of this measure, including how it is calculated and the reasons why we believe it provides useful information to investors, and a reconciliation for historical periods to the most directly comparable GAAP measure.



# Margin Expansion Plan and Expectations Unchanged

Percent of Revenue	2019	2020	2021	Long-Term Target
Operating Segment Adjusted EBITDA <sup>(1)</sup>	19.3%	22.1%	19.7%	23-25%
Corporate Adjusted EBITDA <sup>(1,2)</sup>	(5.8%)	(5.5%)	(5.5%)	(3-5%)
Start-up losses <sup>(3)</sup>	(0.4%)	(0.7%)	(0.8%)	
Consolidated Adjusted EBITDA <sup>(1,4)</sup>	12.9%	15.9%	13.4%	~20%

- **Long term Consolidated Adj. EBITDA margin target of ~20% unchanged since IPO**
- **Operating Segment Adj. EBITDA margin expected to approach 23-25% as service lines mature**
  - AP&R segment Adj. EBITDA margin target of 25-30% assumes CTEH pandemic response services normalize at run rate revenue levels over time
  - M&A segment Adj. EBITDA margins are mature and should remain in range of 18-20%
  - R&R segment Adj. EBITDA margins anticipated to be 20-25% as investments to capture market share, particularly in PFAS and biogas, generate scale and incremental margins
  - Excluding 2020 when Consolidated Adj. EBITDA margin was temporarily expanded due to COVID-related cost containments, margins continue to steadily expand (2019 versus 2021)
- **Corporate expenses as a percentage of revenue expected to trend to 3-5%**

<sup>(1)</sup> Consolidated Adjusted EBITDA and Consolidated Adjusted EBITDA margin are non-GAAP measures. Consolidated Adjusted EBITDA adds back non-recurring expenses. Consolidated Adjusted EBITDA margin represents Consolidated Adjusted EBITDA as a percentage of revenue. See the appendix to this presentation for a discussion of this measure, including how it is calculated and the reasons why we believe it provides useful information to investors, and a reconciliation for historical periods to the most directly comparable GAAP measure. See the Company's Q2 2022 earnings release dated August 8, 2022 for a discussion of the change in methodology.

<sup>(2)</sup> Corporate Adjusted EBITDA represents Corporate and Other expense of \$13.641 million, \$18.056 million and \$30.082 million as a percent of revenue for the full year 2019, 2020 and 2021, respectively.

<sup>(3)</sup> Start-up losses represents start-up losses of \$1.0 million, \$2.2 million and \$4.4. million as a percent of revenue for the full year 2019, 2020 and 2021, respectively.

<sup>(4)</sup> Consolidated Adjusted EBITDA was \$30.2 million, \$52.3 million and \$73.2 million, inclusive of a respective \$1.0 million, \$2.2 million and \$4.4. million of start-up losses, for the full year 2019, 2020 and 2021, respectively.





# Case Studies & Thought Leadership



**MONTROSE**  
ENVIRONMENTAL

# Case Studies & Thought Leadership

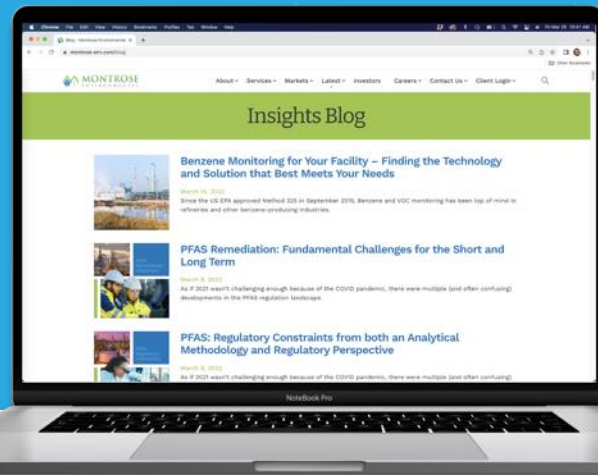


E-Books



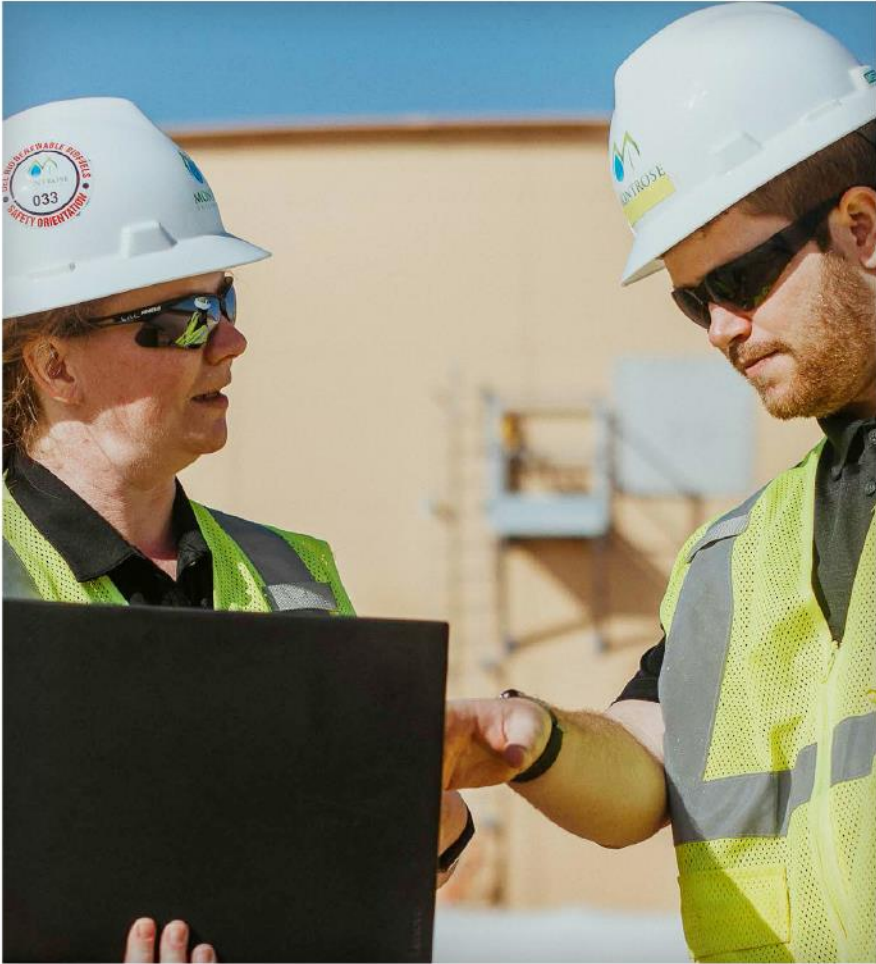
Webinars

## Blogs



## Case Studies





# Appendix

## Revenue End Market Mix With and Without CTEH in 2021

End Market	Excluding CTEH	Including CTEH
Industrial Manufacturing	19.3%	9.8%
Fed / State / Local Governments	18.4%	10.0%
Industrial Services	12.4%	5.0%
Oil & Gas	11.9%	6.7%
Renewable Energy	10.5%	5.6%
Consumer Products	10.2%	8.8%
Utilities	9.2%	5.2%
Other	6.2%	5.7%
Chemicals	1.9%	2.0%
Technology, Media and Telecom	0.0%	41.2%



# Summary of Oaktree A-2 Preferred

## Investment Summary

- In April 2020, Oaktree Capital purchased \$175mm of Series A-2 Preferred Equity to fund the cash portion of the CTEH purchase price
- We believe the ongoing investment is indicative of Oaktree's optimism regarding Montrose's long term prospects and the CTEH acquisition

## Post-IPO Terms

- No fixed maturity date
  - Repayable in cash at Company's option (subject to certain minimum amounts and returns)
- 9.0% annual cash dividend, payable quarterly
- Beginning in year 4, a portion of principal balance becomes convertible into common stock during each of years 4, 5 and 6 at Oaktree's option (converts at 15.0% discount to market)
  - Includes mandatory notice period prior to conversion to give Montrose the option to repay in cash

## Governance

- One Oaktree representative remains on the Montrose board of directors while A-2 Preferred Equity remains outstanding



# Non-GAAP Financial Information

In addition to our results under GAAP, in this presentation we also present certain other supplemental financial measures of financial performance that are not required by, or presented in accordance with, GAAP, including, Consolidated Adjusted EBITDA, Adjusted Net Income (Loss) and Adjusted Net Income (Loss) per Share. We calculate Consolidated Adjusted EBITDA as net income (loss) before interest expense, income tax expense (benefit) and depreciation and amortization, adjusted for the impact of certain other items, including stock-based compensation expense and acquisition-related costs, as set forth in greater detail in this appendix. We calculate Adjusted Net Income (Loss) as net income (loss) before amortization of intangible assets, stock-based compensation expense, fair value changes to financial instruments and contingent earnouts, and other gain or losses, as set forth in greater detail in this appendix. Adjusted Net Income (Loss) per Share represents Adjusted Net Income (Loss) attributable to stockholders divided by the weighted average number of shares of common stock outstanding during the applicable period.

Consolidated Adjusted EBITDA is one of the primary metrics used by management to evaluate our financial performance and compare it to that of our peers, evaluate the effectiveness of our business strategies, make budgeting and capital allocation decisions and in connection with our executive incentive compensation. Adjusted Net Income (Loss) and Adjusted Net Income (Loss) per Share are useful metrics to evaluate ongoing business performance after interest and tax. These measures are also frequently used by analysts, investors and other interested parties to evaluate companies in our industry. Further, we believe they are helpful in highlighting trends in our operating results because they allow for more consistent comparisons of financial performance between periods by excluding gains and losses that are non-operational in nature or outside the control of management, and, in the case of Consolidated Adjusted EBITDA, by excluding items that may differ significantly depending on long-term strategic decisions regarding capital structure, the tax jurisdictions in which we operate and capital investments.

These non-GAAP measures do, however, have certain limitations and should not be considered as an alternative to net income (loss), earnings (loss) per share or any other performance measure derived in accordance with GAAP. Our presentation of Consolidated Adjusted EBITDA, Adjusted Net Income (Loss) and Adjusted Net Income (Loss) per Share should not be construed as an inference that our future results will be unaffected by unusual or non-recurring items for which we may make adjustments. In addition, Consolidated Adjusted EBITDA, Adjusted Net Income (Loss) and Adjusted Net Income (Loss) per Share may not be comparable to similarly titled measures used by other companies in our industry or across different industries, and other companies may not present these or similar measures. Management compensates for these limitations by using these measures as supplemental financial metrics and in conjunction with our results prepared in accordance with GAAP. We encourage investors and others to review our financial information in its entirety, not to rely on any single measure and to view Consolidated Adjusted EBITDA, Adjusted Net Income (Loss) and Adjusted Net Income (Loss) per Share in conjunction with the related GAAP measures.

Additionally, we have provided estimates regarding Consolidated Adjusted EBITDA for 2022. These projections account for estimates of revenue, operating margins and corporate and other costs. However, we cannot reconcile our projection of Consolidated Adjusted EBITDA to net income (loss), the most directly comparable GAAP measure, without unreasonable efforts because of the unpredictable or unknown nature of certain significant items excluded from Consolidated Adjusted EBITDA and the resulting difficulty in quantifying the amounts thereof that are necessary to estimate net income (loss). Specifically, we are unable to estimate for the future impact of certain items, including income tax (expense) benefit, stock-based compensation expense, fair value changes and the accounting for the issuance of the Series A-2 preferred stock. We expect the variability of these items could have a significant impact on our reported GAAP financial results.

This presentation also includes Net debt, a non-GAAP measure which represents total debt (excluding deferred debt issuance costs) less cash and restricted cash. Management uses Net debt as one of the means by which it assesses financial leverage and capitalization, and it is therefore useful to investors in evaluating our business using the same measures as management. This measure is also useful to investors because it is often used by securities analysts and other interested parties in evaluating our business. The measure does, however, have certain limitations and should not be considered as an alternative to or in isolation from gross debt and cash or any other measure calculated in accordance with GAAP. Other companies, including other companies in our industry, may not use Net debt in the same way or may calculate it differently than as presented herein.

This presentation also includes Adjusted Operating Cash Flow, a non-GAAP measure which represents cash flow provided by (used in) operating activities less amounts paid for acquisition-related contingent consideration. Payments for acquisition-related consideration are not part of the Company's day-to-day operations and management uses this measure to assess the Company's operating cash flow without the impact of these unique, non-operational payments. This measure does, however, have certain limitations as the excluded acquisition-related payments are typically paid in cash and, as a result, impact the Company's liquidity as a whole, and should therefore not be considered as an alternative to or in isolation from cash flow provided by (used in) operating activities or any other liquidity measure calculated in accordance with GAAP. Other companies, including other companies in our industry, may not use this measure in the same way or may calculate it differently than as presented herein.

This presentation also presents revenues on a last twelve month ("LTM") basis. Information presented for LTM periods that do not track our fiscal year (i.e., the LTM period ended Q3 2022) reflect unaudited trailing four quarter financial information calculated by starting with the results from the most recent audited fiscal year included in such LTM period and then (x) adding quarterly information for subsequent fiscal quarters and (y) subtracting quarterly information for the corresponding prior year period. For each line item shown, LTM Q3 2022 has been calculated by taking the relevant reported financial information from Fiscal 2021 and adding the reported financial information for the nine months ended September 30, 2022, and then subtracting the reported financial information for the nine months ended September 30, 2021. This presentation is not in accordance with GAAP. However, we believe LTM information is useful to investors as we use it to evaluate our financial performance for ongoing planning purposes, including a continuous assessment of our financial performance in comparison to budgets and internal projections. This presentation has limitations as an analytical tool, and you should not consider it in isolation or as a substitute for analysis of our results as reported under GAAP. Please see our Annual Report on Form 10-K filed on March 1, 2022 and Quarterly Report on Form 10-Q to be filed on November 9, 2022, respectively, for the historical amounts used to calculate the LTM information presented.

In this presentation we also reference our organic growth. We define organic growth as the change in revenues excluding revenues from acquisitions for the first twelve months following the date of acquisition and excluding revenues from businesses disposed of or discontinued. As a result of the significance of CTEH to Montrose, and the potential annual volatility in CTEH's revenues due to the emergency response aspect of their business, we also disclose organic growth without the annual organic revenue growth of CTEH. We expect to continue to disclose organic revenue growth with and without CTEH. Management uses organic growth as one of the means by which it assesses our results of operations. Organic growth is not, however, a measure of revenue growth calculated in accordance with U.S. generally accepted accounting principles, or GAAP, and should be considered in conjunction with revenue growth calculated in accordance with GAAP. We have grown organically and expect to continue to do so.



# Reconciliation Tables

## Montrose Environmental Group, Inc. Reconciliation of Net (Loss) Income to Adjusted Net Income (in thousands)

	For the Three Months Ended September 30,		For the Nine Months Ended September 30,	
	2022	2021	2022	2021
Net (loss) income	\$ (5,720)	\$ 2,226	\$ (21,007)	\$ (23,853)
Amortization of intangible assets <sup>(1)</sup>	8,668	8,936	27,579	25,938
Stock-based compensation <sup>(2)</sup>	11,018	2,365	32,375	6,587
Acquisition costs <sup>(3)</sup>	368	913	1,354	1,656
Fair value changes in financial instruments <sup>(4)</sup>	(1,808)	531	(4,664)	1,651
Expenses related to financing transactions <sup>(5)</sup>	—	—	7	50
Fair value changes in business acquisition contingencies <sup>(6)</sup>	59	—	(3,472)	24,035
Other losses and expenses <sup>(7)</sup>	482	171	1,965	846
Tax effect of adjustments <sup>(8)</sup>	(5,260)	(3,616)	(15,440)	(17,014)
<b>Adjusted Net Income</b>	<b>\$ 7,807</b>	<b>\$ 11,526</b>	<b>\$ 18,697</b>	<b>\$ 19,896</b>
Preferred Dividend Series A-2	(4,100)	(4,100)	(12,300)	(12,300)
<b>Adjusted Net Income attributable to stockholders</b>	<b>\$ 3,707</b>	<b>\$ 7,426</b>	<b>\$ 6,397</b>	<b>\$ 7,596</b>
<b>Net Loss per share attributable to stockholders</b>	<b>\$ (0.33)</b>	<b>\$ (0.07)</b>	<b>\$ (1.12)</b>	<b>\$ (1.40)</b>
<b>Adjusted Net Income per share <sup>(9)</sup></b>	<b>\$ 0.12</b>	<b>\$ 0.28</b>	<b>\$ 0.22</b>	<b>\$ 0.29</b>
<b>Diluted Adjusted Net Income per share <sup>(10)</sup></b>	<b>\$ 0.09</b>	<b>\$ 0.23</b>	<b>\$ 0.17</b>	<b>\$ 0.23</b>
Weighted average common shares outstanding	29,691	26,220	29,677	25,798
Fully diluted shares	39,690	32,339	38,235	32,378

(1) Represents amortization of intangible assets.

(2) Represents non-cash stock-based compensation expenses related to (i) option awards issued to employees, (ii) restricted stock grants issued to directors and selected employees, (iii) and stock appreciation rights grants issued to selected employees.

(3) Includes financial and tax diligence, consulting, legal, valuation, accounting and travel costs and acquisition-related incentives related to our acquisition activity.

(4) Amounts relate to the change in fair value of the interest rate swap instrument and the embedded derivative attached to the Series A-2 preferred stock.

(5) Amounts represent non-capitalizable expenses associated with refinancing and amending our debt facilities.

(6) Amounts also reflect the difference between the expected settlement value of acquisition related earn-out payments at the time of the closing of acquisitions and the expected (or actual) value of earn-outs at the end of the relevant period.

(7) In 2022, amounts include costs associated with the closing of a lab and severance costs related to a restructuring within our soil remediation business. In 2021, amounts include non-operational charges incurred due to the remeasurement of finance leases as a result of the adoption of ASC 842 and costs related to the implementation of a new ERP and net of insurance gains.

(8) Applies Montrose's marginal tax rate of 28.0% to non-GAAP adjustments above, which are each pre-tax.

(9) Represents Adjusted Net Income attributable to stockholders divided by the weighted average common shares outstanding.

(10) Represents Adjusted Net Income attributable to stockholders divided by fully diluted shares.



# Montrose Environmental Group, Inc.

## Reconciliation of Net (Loss) Income to Adjusted Net Income

(in thousands)

	Quarter Ended						Year Ended
	June 30, 2022	March 31, 2022	December 31, 2021	September 30, 2021	June 30, 2021	March 31, 2021	December 31, 2021
Net (loss) income	\$ (7,751)	\$ (7,536)	\$ (1,472)	\$ 2,226	\$ (13,148)	\$ (12,931)	\$ (25,325)
Amortization of intangible assets <sup>(1)</sup>	9,492	9,419	9,216	8,936	8,407	8,595	35,154
Stock-based compensation <sup>(2)</sup>	10,932	10,425	3,734	2,365	2,417	1,805	10,321
Acquisition costs <sup>(3)</sup>	519	467	432	913	506	237	2,088
Fair value changes in financial instruments <sup>(4)</sup>	(407)	(2,449)	544	531	518	602	2,195
Expenses related to financing transactions <sup>(5)</sup>	—	7	—	—	—	50	50
Fair value changes in business acquisition contingencies <sup>(6)</sup>	(3,510)	(21)	337	—	12,971	11,064	24,372
Other losses and expenses <sup>(7)</sup>	1,216	267	553	171	157	519	1,400
Tax effect of adjustments <sup>(8)</sup>	(5,108)	(5,072)	(4,148)	(3,616)	(6,993)	(6,404)	(21,161)
<b>Adjusted Net Income</b>	<b>\$ 5,383</b>	<b>\$ 5,507</b>	<b>\$ 9,196</b>	<b>\$ 11,526</b>	<b>\$ 4,835</b>	<b>\$ 3,537</b>	<b>\$ 29,094</b>
Preferred Dividend Series A-2	(4,100)	(4,100)	(4,100)	(4,100)	(4,100)	(4,100)	(16,400)
<b>Adjusted Net Income (Loss) attributable to stockholders</b>	<b>\$ 1,283</b>	<b>\$ 1,407</b>	<b>\$ 5,096</b>	<b>\$ 7,426</b>	<b>\$ 735</b>	<b>\$ (563)</b>	<b>\$ 12,694</b>
<b>Net Loss per share attributable to stockholders</b>	<b>\$ (0.40)</b>	<b>\$ (0.39)</b>	<b>\$ (0.19)</b>	<b>\$ (0.07)</b>	<b>\$ (0.66)</b>	<b>\$ (0.68)</b>	<b>\$ (1.56)</b>
<b>Adjusted Net Income (Loss) per share<sup>(9)</sup></b>	<b>\$ 0.04</b>	<b>\$ 0.05</b>	<b>\$ 0.17</b>	<b>\$ 0.28</b>	<b>\$ 0.03</b>	<b>\$ (0.02)</b>	<b>\$ 0.48</b>
<b>Diluted Adjusted Net Income (Loss) per share<sup>(10)</sup></b>	<b>\$ 0.03</b>	<b>\$ 0.04</b>	<b>\$ 0.15</b>	<b>\$ 0.23</b>	<b>\$ 0.02</b>	<b>\$ (0.02)</b>	<b>\$ 0.38</b>
Weighted average common shares outstanding	29,678	29,662	29,503	26,220	26,056	25,117	26,724
Fully diluted shares	37,822	37,194	34,940	32,339	32,462	32,333	33,019

(1) Represents amortization of intangible assets.

(2) Represents non-cash stock-based compensation expenses related to (i) option awards issued to employees, (ii) restricted stock grants issued to directors and selected employees, (iii) and stock appreciation rights grants issued to selected employees.

(3) Includes financial and tax diligence, consulting, legal, valuation, accounting and travel costs and acquisition-related incentives related to our acquisition activity.

(4) Amounts relate to the change in fair value of the interest rate swap instrument and the embedded derivative attached to the Series A-2 preferred stock.

(5) Amounts represent non-capitalizable expenses associated with refinancing and amending our debt facilities.

(6) Amounts also reflect the difference between the expected settlement value of acquisition related earn-out payments at the time of the closing of acquisitions and the expected (or actual) value of earn-outs at the end of the relevant period.

(7) In 2022, amounts include costs associated with the closing of a lab. In 2021, amounts include non-operational charges incurred due to the remeasurement of finance leases as a result of the adoption of ASC 842 and costs related to the implementation of a new ERP.

(8) Applies Montrose's marginal tax rate of 28.0% to non-GAAP adjustments above, which are each pre-tax.

(9) Represents Adjusted Net Income attributable to stockholders divided by the weighted average common shares outstanding.

(10) Represents Adjusted Net Income attributable to stockholders divided by fully diluted shares.



# Montrose Environmental Group, Inc.

## Reconciliation of Net (Loss) Income to Consolidated Adjusted EBITDA

(in thousands)

	For the Three Months Ended September 30,		For the Nine Months Ended September 30,	
	2022	2021 <sup>(a)</sup>	2022	2021 <sup>(a)</sup>
Net (loss) income	\$ (5,720)	\$ 2,226	\$ (21,007)	\$ (23,853)
Interest expense	1,400	1,722	4,010	11,208
Income tax (benefit) expense	(208)	902	1,892	648
Depreciation and amortization	11,504	11,471	35,928	33,145
<b>EBITDA</b>	<b>\$ 6,976</b>	<b>\$ 16,321</b>	<b>\$ 20,823</b>	<b>\$ 21,148</b>
Stock-based compensation <sup>(1)</sup>	11,018	2,365	32,375	6,587
Acquisition costs <sup>(2)</sup>	368	913	1,354	1,656
Fair value changes in financial instruments <sup>(3)</sup>	(1,808)	531	(4,664)	1,651
Expenses related to financing transactions <sup>(4)</sup>	—	—	7	50
Fair value changes in business acquisition contingencies <sup>(5)</sup>	59	—	(3,472)	24,035
Other losses and expenses <sup>(6)</sup>	482	171	1,965	846
<b>Consolidated Adjusted EBITDA</b>	<b>\$ 17,095</b>	<b>\$ 20,301</b>	<b>\$ 48,388</b>	<b>\$ 55,973</b>

(a) Prior period amounts have been recalculated from amounts originally disclosed using the current methodology. See the Company's Q2 2022 earnings release dated August 8, 2022 for a discussion of the change in methodology.

(1) Represents non-cash stock-based compensation expenses related to (i) option awards issued to employees, (ii) restricted stock grants issued to directors and selected employees, (iii) and stock appreciation rights grants issued to selected employees.

(2) Includes financial and tax diligence, consulting, legal, valuation, accounting and travel costs and acquisition-related incentives related to our acquisition activity.

(3) Amounts relate to the change in fair value of the interest rate swap instrument and the embedded derivative attached to the Series A-2 preferred stock.

(4) Amounts represent non-capitalizable expenses associated with refinancing and amending our debt facilities.

(5) Reflects the difference between the expected settlement value of acquisition related earn-out payments at the time of the closing of acquisitions and the expected (or actual) value of earn-outs at the end of the relevant period.

(6) In 2022, amounts include costs associated with the closing of a lab and severance costs related to a restructuring within our soil remediation business. In 2021, amounts include non-operational charges incurred due to the remeasurement of finance leases as a result of the adoption of ASC 842 and costs related to the implementation of a new ERP and net of insurance gains.



# Montrose Environmental Group, Inc.

## Reconciliation of Net (Loss) Income to Consolidated Adjusted EBITDA

(in thousands)

	Quarter Ended						Year Ended
	June 30, 2022	March 31, 2022 <sup>(a)</sup>	December 31, 2021 <sup>(a)</sup>	September 30, 2021 <sup>(a)</sup>	June 30, 2021 <sup>(a)</sup>	March 31, 2021 <sup>(a)</sup>	December 31, 2021 <sup>(a)</sup>
Net (loss) income	\$ (7,751)	\$ (7,536)	\$ (1,472)	\$ 2,226	\$ (13,148)	\$ (12,931)	\$ (25,325)
Interest expense	1,518	1,092	407	1,722	6,798	2,688	11,615
Income tax expense (benefit)	831	1,269	1,061	902	(256)	2	1,709
Depreciation and amortization	12,280	12,144	11,665	11,471	9,878	11,796	44,810
<b>EBITDA</b>	<b>\$ 6,878</b>	<b>\$ 6,969</b>	<b>\$ 11,661</b>	<b>\$ 16,321</b>	<b>\$ 3,272</b>	<b>\$ 1,555</b>	<b>\$ 32,809</b>
Stock-based compensation <sup>(1)</sup>	10,932	10,425	3,734	2,365	2,417	1,805	10,321
Acquisition costs <sup>(2)</sup>	519	467	432	913	506	237	2,088
Fair value changes in financial instruments <sup>(3)</sup>	(407)	(2,449)	544	531	518	602	2,195
Expenses related to financing transactions <sup>(4)</sup>	—	7	—	—	—	50	50
Fair value changes in business acquisition contingencies <sup>(5)</sup>	(3,510)	(21)	337	—	12,971	11,064	24,372
Other losses and expenses <sup>(6)</sup>	1,216	267	553	171	157	519	1,400
<b>Consolidated Adjusted EBITDA</b>	<b>\$ 15,628</b>	<b>\$ 15,665</b>	<b>\$ 17,261</b>	<b>\$ 20,301</b>	<b>\$ 19,841</b>	<b>\$ 15,832</b>	<b>\$ 73,235</b>

(a) Prior period amounts have been recalculated from amounts originally disclosed using the current methodology. See the Company's Q2 2022 earnings release dated August 8, 2022 for a discussion of the change in methodology.

(1) Represents non-cash stock-based compensation expenses related to (i) option awards issued to employees, (ii) restricted stock grants issued to directors and selected employees, (iii) and stock appreciation rights grants issued to selected employees.

(2) Includes financial and tax diligence, consulting, legal, valuation, accounting and travel costs and acquisition-related incentives related to our acquisition activity.

(3) Amounts relate to the change in fair value of the interest rate swap instrument and the embedded derivative attached to the Series A-2 preferred stock.

(4) Amounts represent non-capitalizable expenses associated with refinancing and amending our debt facilities.

(5) Reflects the difference between the expected settlement value of acquisition related earn-out payments at the time of the closing of acquisitions and the expected (or actual) value of earn-outs at the end of the relevant period.

(6) In 2022, amounts include costs associated with the closing of a lab. In 2021, amounts include non-operational charges incurred due to the remeasurement of finance leases as a result of the adoption of ASC 842 and costs related to the implementation of a new ERP.

