DECEMBER INVESTOR PRESENTATION

DECEMBER 2025

MONTROSE
ENVIRONMENTAL

Disclosures

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. 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, 2024, as supplemented by its Quarterly Reports on Form 10-Q for the quarter ended September 30, 2025, 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, reconciliations for historical periods thereof to the most directly comparable GAAP measures and certain matters related to forward-looking non-GAAP information.

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.

Montrose is a Pure-Play Environmental Science & Technology Company

For Planet and Progress: On a Mission to Protect the Air We Breathe, the Water We Drink & the Soil that Feeds Us

Unwavering commitment to safety, innovation and excellence

NYSE: MEG

Est. 2012 / IPO in 2020

Integrated Platform

Consulting | Testing | Treatment

Tech-Enabled

Differentiated, proprietary, patent-protected environmental technologies

Proven Growth Formula & Track Record of Execution

13% Average annual organic revenue growth[1]

96% Annual recurring revenue[3]

3x 5-year total revenue growth[2]

76 Acquisitions completed since 2013

1) Based upon the as-reported organic growth information in the 10-K reports issued for 2021, 2022, 2023 and 2024. See the Appendix to this presentation for a discussion of this measure.
2) Calculated total revenue growth from 2019 through 2024, includes M&A.
3) Represents the top 70% of revenue, excluding 2024 acquisitions. See the Appendix to this presentation for a discussion of this measure.

Positioned To Grow

Global Market With Structural Demand Drivers

$1.8T

global environmental industry[1]

$650B+

addressable environmental services market[1]

- Long-term structural growth drivers: state and local regulatory requirements, climate events, and sustainability commitments
- Diversified base of predominantly private-sector clients

Unique Integrated Model

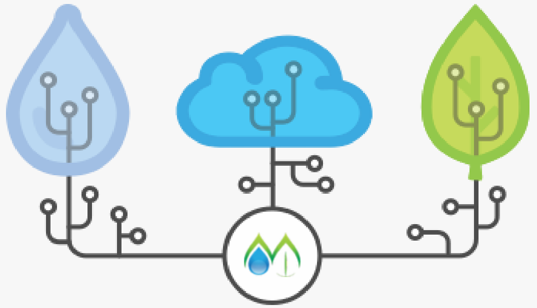
Consulting + Testing + Treatment integration supports scalability and cross-selling upside

- Clients prefer integrated environmental-science solutions
- Preeminent environmental-incident-response capabilities facilitate cross-selling and support organic growth

1) Environmental Business Journal volume 38, numbers 7/8: Q3 2025 Environmental Data Set

Innovation Edge Supports Shareholder Value Proposition

Differentiated by Technology



- **12 research & development PhDs & senior scientists across 3 labs**
- Proprietary IP, 30 patents, and bespoke solutions
- Continuing investments in real-time air monitoring and advanced data analytics

Delivering Shareholder Value

Strong historical performance

- Since 2019, 24% revenue CAGR[2], 13% average organic revenue growth[3], and 25% Consolidated Adj. EBITDA CAGR[2]

Confident outlook

- Continued focus on 7-9% annual organic growth
- Clear path to continued margin expansion
- Strong free cash flow generation expected in FY25 and beyond

1) Patent portfolio includes 8 distinct patents approved in numerous countries for a total of 30 patents in the portfolio.
2) 2019 – 2024 CAGR. Consolidated Adjusted EBITDA is a non-GAAP measure. See the Appendix to this presentation for a discussion of this measure.
3) Based upon the as-reported organic growth information in the 10-K reports issued for 2021, 2022, 2023, and 2024. See the Appendix to this presentation for a discussion of this measure.

GLOBAL MARKET, STRUCTURAL DRIVERS

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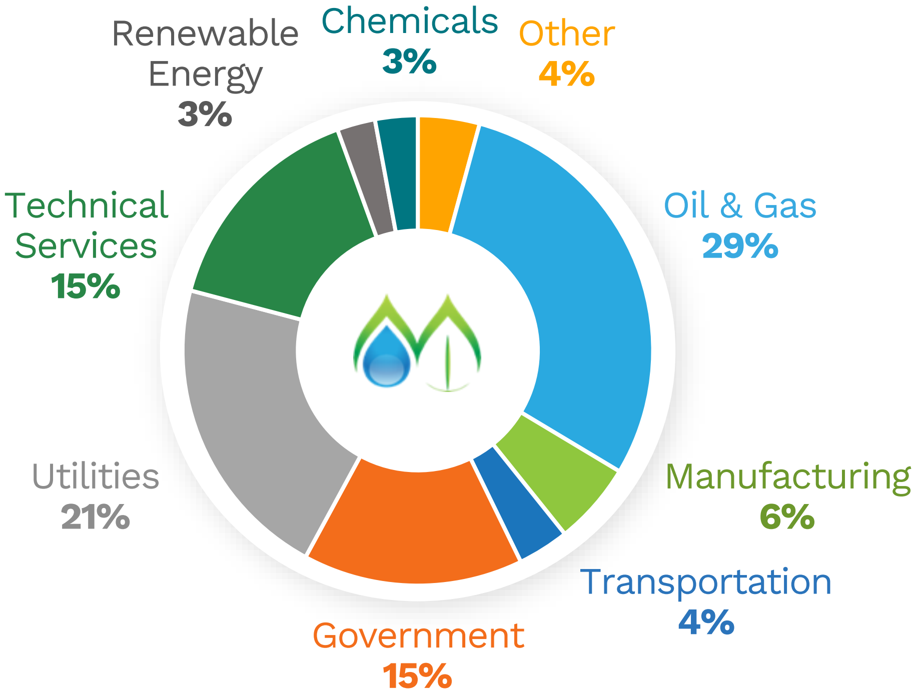
Durable Business Model With Expanding End Market Opportunities

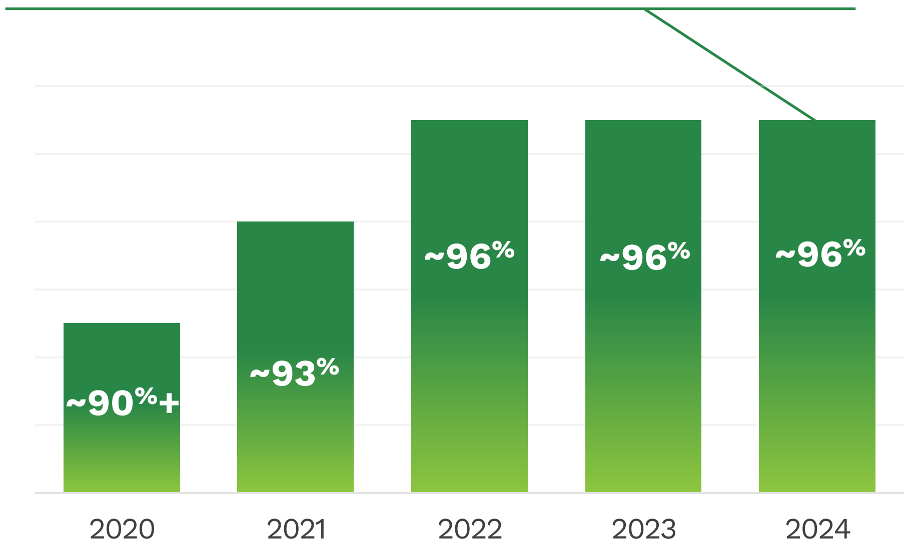
Diversified Customer Base & End Markets

2024 Top Customer Revenue by End Market[1]



Strong Client Retention Drives Recurring Revenue

- Percentage of recurring revenue[1] has increased
- Expect continued, stable recurring revenue[1]



Emerging Growth Opportunities

1. Pharmaceutical & Semiconductor Manufacturing
2. Mining & Waste Industries
3. Energy Exports

1) Represents the top 70% of revenue, excluding 2024 acquisitions. See the Appendix to this presentation for a discussion of this measure.

Environmental Services Tailwinds

Energy Development and Industrial Activity	Demand for **consulting & testing & remediation** services
Power, Infrastructure and Defense Spending	Demand for **consulting** (permitting & compliance), **testing**, and **treatment** services
Industrial and Weather-related Incidents	Demand for **environmental emergency response** services
Core International, Regional, and U.S. State Regulations	Demand for consulting & **water treatment** and **testing** (emissions monitoring) services
Known and Emerging Contaminants	Demand for **remediation** services (PFOA, PFOS MCLs, landfill leachate, AFFF switch outs, 1,4-Dioxane, selenium, and others)

UNIQUE INTEGRATION MODEL SUPPORTS SCALABILITY

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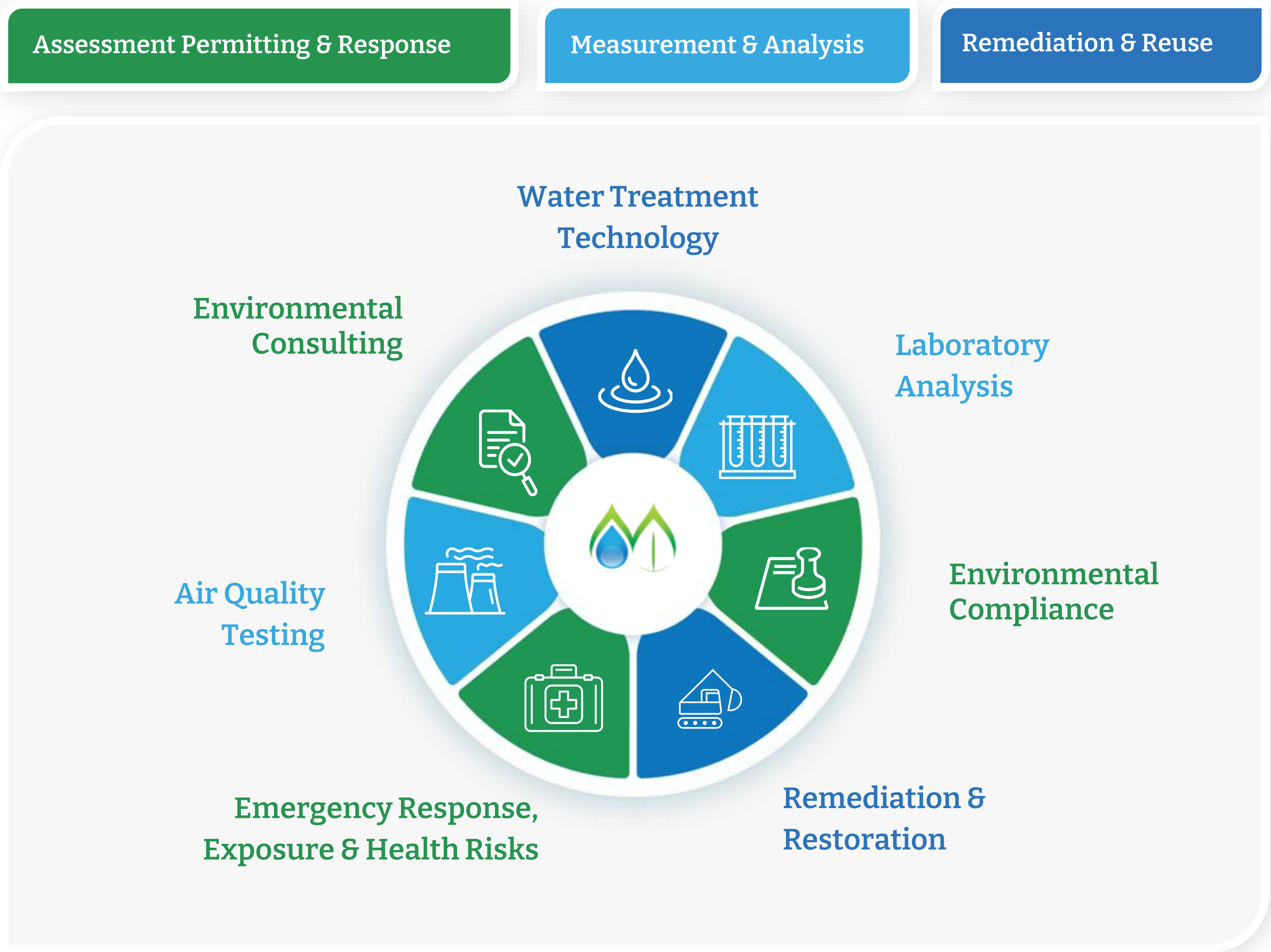
Unique Integration Model: The Montrose Flywheel

Montrose fills a gap in the market — as few firms provide integrated consulting, testing and remediation solutions



Integrated Offerings Support Strong Organic Growth Outlook

Integrated Environmental Solutions Survey

A third-party study[1] of **500+ companies** indicated that there was significant demand for integrated environmental solutions

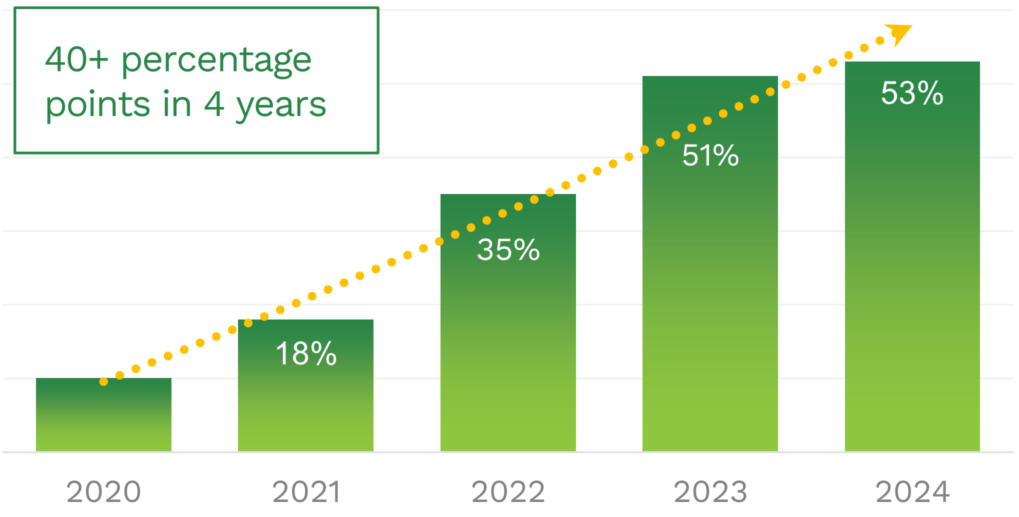
73% Of respondents were extremely interested in an integrated solution…

81% …of respondents were unaware or unsure of where to find one.

Differentiated by design

Driven by intentional leadership, dedicated sector leads, key account program, employee incentive programs, operating structure, and investments in branding

Percentage of revenue from cross-sell[2] increased, and drove 13% average annual organic growth[3]…



1) Conducted by KS&R Research from January 26 to February 15, 2023, this study surveyed 505 respondents online to assess awareness and associations with Montrose Environmental Group's brands versus competitors. It explored the buying journey for environmental services and solutions, and gauged reactions to an integrated service model concept, focusing on interest and potential usage.
2) 2024 revenue includes customers in the top 70% of gross revenue, excluding Matrix. See the Appendix to this presentation for a discussion of cross-selling.
3) Based upon the as-reported organic growth information in the 10-K reports issued for 2021, 2022, 2023, and 2024

Cross-Selling Case Study

Integrated Services Bring Value in Landfill Remediation

It all started with an air quality study...

...strategic expansion of Montrose's services, starting with testing and adding services over time, increasing overall client share of wallet

Air Quality Testing

Collected & analyzed ambient air samples to quantify VOCs and nuisance compounds

Emergency Response, Exposure & Health

Performed toxicology evaluations, risk assessments & risk communication to enhance public safety

Laboratory Analysis

Provided ambient testing, industrial hygiene & community monitoring, and lab analysis to support regulatory compliance

Water Treatment Technology

Designed, engineered, built and operated treatment systems for VOC removal from leachate

Environmental Consulting

Environmental Compliance

2023 | 2024 | 2025 | 2026

Cross-Selling Case Study

Integrated Services Underpin Scalable, Long-Term Relationship

A long-standing relationship further expands with a site-specific compliance challenge...

Montrose Flywheel in Action: Compliance support scaled into a strategic, multi-touchpoint relationship. This case study illustrates how Montrose's integrated model unlocks long-term client value.

Environmental Compliance & Regulatory Support

Client sought a new environmental partner in Colorado. Montrose was engaged to provide a fresh, credible approach that would restore trust with state regulators

Laboratory Analysis

Client's needs drove increased demand for lab testing services. Montrose provided immediate & long-term support through one of its local labs

Emergency Response, Exposure & Health

Following an environmental incident, our environmental rapid response team mobilized

Remediation & Restoration

Following the emergency phase, Montrose teams transitioned into longer-term site work providing environmental remediation, advisory, and compliance support

Looking Ahead – Expanded Services in Motion

With trust established, our work is expanding and includes air monitoring, lab services, remediation, technology deployment, environmental consulting...

2020 - 2024 | 2025 | 2026

DIFFERENTIATED BY TECHNOLOGY

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Our Approach to Innovation

Remediation & Reuse

Our Sustainable Innovation Strategy Targets

1. Driven by client needs
2. Delivering superior efficacy & compelling lifecycle cost
3. Achieving genuine technology innovation

The Team

Dedicated Unit: 12 PhDs and scientists; 3 research & development labs and centers

Concentration is Key: Focused expertise maintains the pipeline of patents (30 granted[1], additional patents pending)

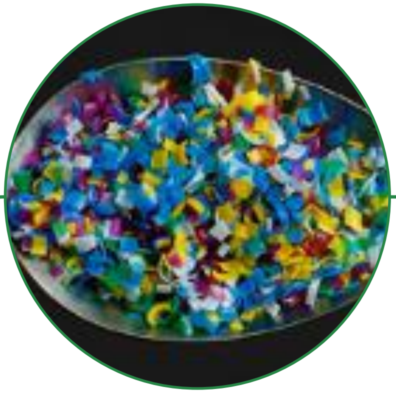
Technology Applications

- Biosolids
- Groundwater
- Surface Water
- Drinking Water
- Landfill Leachate
- Municipal Wastewater
- Industrial Process Wastewater

1) Patent portfolio includes 8 distinct patents approved in numerous countries for a total of 30 patents in the portfolio.

Across the R&D Continuum: Tying research to commercialization

Remediation & Reuse



Explore

Tracking tomorrow's challenges today

Commercialize

From concept to commercialization

Optimize

Incorporating know-how into continuous improvement

Respond

Leveraging expertise for immediate needs

Solutions are quickly commercialized with revenue generated from internally developed technology solutions

Select examples of commercialized technology

FOAM X **Patented**

Remediation & Reuse

Client Challenge

Landfill operators face increasing challenges from leachate contamination. These persistent chemicals are difficult to capture from leachate, and upcoming EPA regulations classifying PFAS as hazardous substances will add further compliance pressures.

Our Solution

FOAM-X™ addresses critical challenges associated with capturing contaminants from leachate for disposal or degradation.

100% Success on Regulatory Compliance with our Solutions

Applications

Landfill Leachate

Municipal Wastewater

Industrial Process Wastewater

NANOSORB Patented

Remediation & Reuse

Client Challenge

Conventional wastewater treatment facilities do not effectively remove PFAS, leaving it in the treated water. Traditional materials like Granular Activated Carbon are less effective and lose adsorption capacity quickly. Captured PFAS also contaminates sludge, requiring specialized disposal methods.

Our Solution

NanoSORB™ confines PFAS to a manageable byproduct, reducing its spread and environmental impact.

Applications

Groundwater

Surface Water

Municipal Wastewater

Industrial Process Wastewater

SORBIX PURE

Single-Use Ion Exchange (IEX) Resin

Remediation & Reuse

Client Challenge

PFAS are extremely resistant to breakdown and are difficult to capture using traditional treatment methods, posing significant health and environmental risks. Contamination is widespread in both groundwater and surface water, with varying chemical compositions, so utilities and treatment facilities struggle to meet regulations while managing costs and ensuring efficient operation.

Our Solution

SORBIX™ offers an advanced ion exchange resin solution which is adaptable to diverse water matrices, providing effective treatment for industrial wastewater, municipal water supplies, and environmental remediation projects.

Applications

- Groundwater
- Surface Water
- Drinking Water
- Landfill Leachate
- Municipal Wastewater
- Industrial Process Wastewater

SORBIX REPURE

Patented Regenerable Ion Exchange (IEX) Resin

Remediation & Reuse

Client Challenge

PFAS are highly resistant to breakdown and are difficult to capture using traditional treatment methods, posing significant health and environmental risks. Contamination is widespread in groundwater and surface water, with varying chemical compositions, so utilities and treatment facilities struggle to meet regulations while managing costs and ensuring efficient operation. The facilities may use granular activated carbon or a single-use resin, which becomes spent quickly, leading to high costs for new resins and the disposal of the spent material.

Our Solution

SORBIX™ offers an advanced ion exchange resin solution which is adaptable to diverse water matrices, providing effective treatment for industrial wastewater, municipal water supplies, and environmental remediation projects. Our RePURE resin is regenerable which results in waste minimization as well as lower disposal costs and long-term operational costs.

Applications

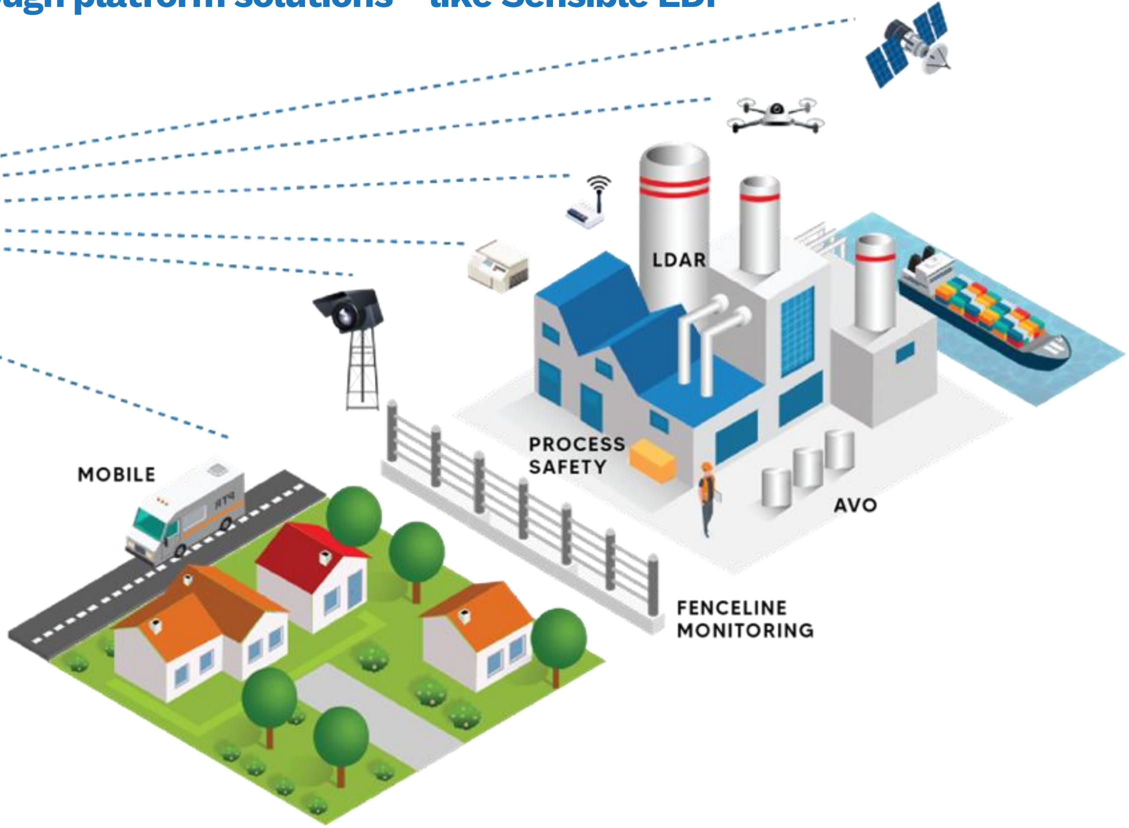
- Groundwater
- Surface Water
- Drinking Water
- Landfill Leachate
- Municipal Wastewater
- Industrial Process Wastewater

Differentiated by Technology: Innovation Bolsters Organic Growth and Creates Barrier to Entry

Real-Time Monitoring and Software Innovation Core To Our Future

Sensible EDP™
POWERED BY MONTROSE ENVIRONMENTAL

The scale, complexity and regulatory requirements of the environmental contamination challenges today require **real-time monitoring through platform solutions – like Sensible EDP**



Brings an entire ecosystem of information to a single dashboard

SHAREHOLDER VALUE CREATION

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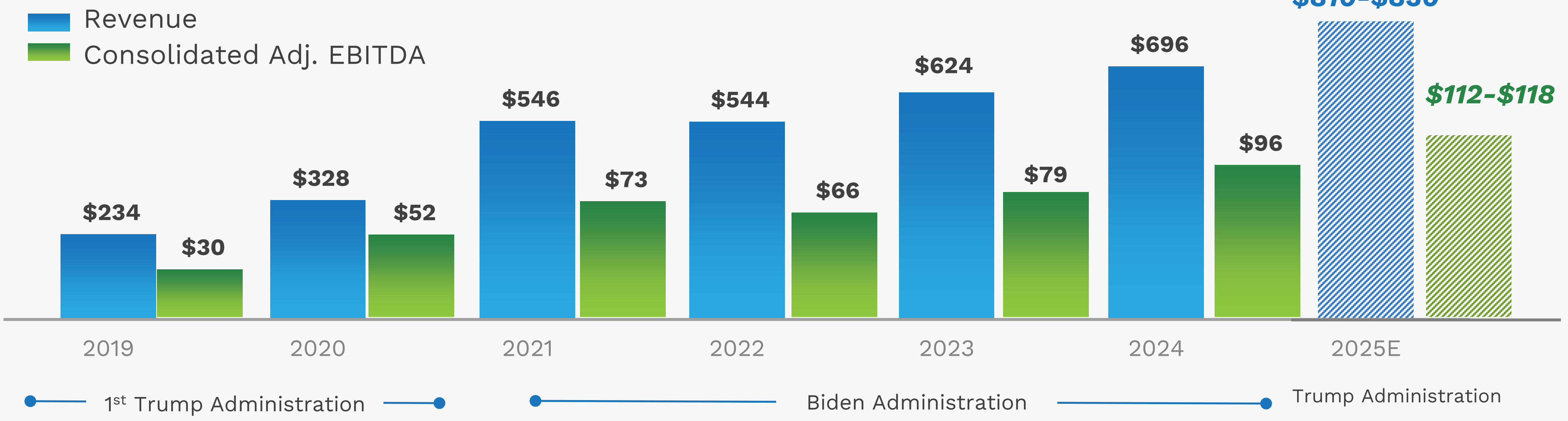
Demonstrated Growth and Resiliency During a Decade of Dynamic Change

Significant Growth During Changing Political Landscape

($ in millions)



24% Revenue CAGR[1]

25% Consolidated Adj. EBITDA CAGR[1]

1) 2019 – 2024 CAGR. Consolidated Adjusted EBITDA is a non-GAAP measure. See the Appendix to this presentation for a discussion of this measure.

Continuing to Deliver on Strategic Financial Priorities

<3.0x

1. Achieve Balance Sheet Simplification, Providing Incremental Capital Allocation Options

- ✓ Redeemed remaining $122.2M Series A-2 Preferred Stock—ahead of plan
- ✓ Exceeded stated leverage objective of below 3.0x leverage by YE25—delivered 2.7x as of 3Q25
- ✓ Maintained strong liquidity and flexibility to support organic growth, share repurchase optionality and potential future acquisitions

7% to 9%

2. Deemphasize Acquisitions in 2025 to Focus on Organic Growth and Margin Expansion

- On track to achieve annual organic growth above high end of 7%-9% long-term range in 2025
- Accelerated organic growth and improved operating leverage continued to drive 100bps increase in Consolidated Adjusted EBITDA[1] as a percentage of revenue YTD

50%+

3. Increase Operating and Free Cash Flow[2] Generation

- Target 50%+ of Operating Cash Flow as a percentage of Consolidated Adjusted EBITDA[1] on an annual basis—achieved 60.2% in the first nine months of 2025
- Strong Free cash flow[2] generation of $38.8M YTD25, or 42.0% as a percentage of Consolidated Adjusted EBITDA[1]

1) Consolidated Adjusted EBITDA is a non-GAAP measure. See the Appendix to this presentation for a discussion of this measure.
2) Free cash flow is a non-GAAP measure. See the Appendix to this presentation for a discussion of this measure.
Note: the full $182M of Series A-2 was redeemed within an 18-month period that ended July 1, 2025.

Enhancing Profitability – Road to Margin Improvement

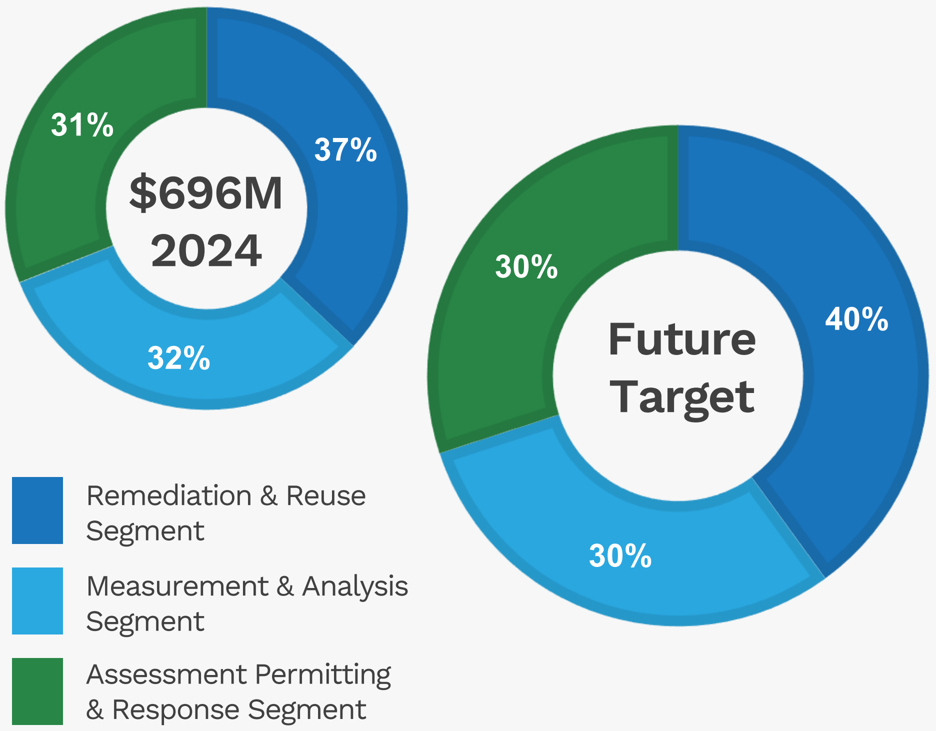
Remediation & Reuse Segment
Target Long-Term Margins: **20% to 25%**

Measurement & Analysis Segment
Target Long-Term Margins: **20%+**

Assessment Permitting & Response Segment
Target Long-Term Margins: **20% to 25%**

1. **Operating Leverage Driven by Organic Growth:** Existing back-office infrastructure supports scale
2. **Operating Efficiency:** Process optimization and automation to create incremental operating effectiveness
3. **Business Maturity:** Normalizing to target long-term segment margins, with scale expected to continue benefiting the Remediation & Reuse Segment in particular
4. **Segment Revenue Mix:** Remediation & Reuse Segment expected to ≥ 40% of the total Company, due to differentiated IP, the largest addressable market, and water treatment tailwinds, including and not limited to PFAS

Segment Revenue Mix



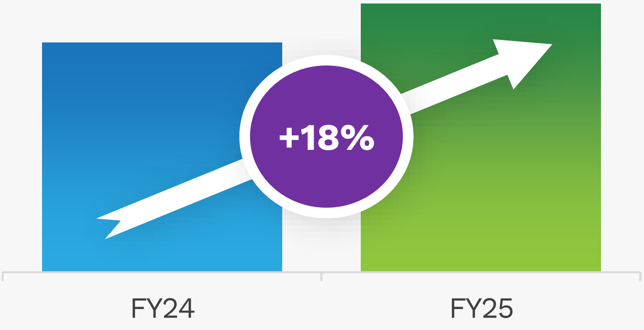
Note: Segment margin refers to segment adjusted EBITDA margin. For purposes of evaluating segment profit, the Company's chief operating decision maker reviews Segment Adjusted EBITDA as a basis for making the decisions to allocate resources and assess performance. See Note 19 to our consolidated financial statements included in our Form 10-Q for the period ended September 30, 2025.

Full-Year 2025 Guidance Increased, Full-Year 2026 Guidance Introduced

2025 Revenue range of $810M to $830M, from $795M to $835M

- Strong broad-based demand outlook, particularly for private-sector clients
- 2025 environmental emergency response[1] revenue expected range of $80M to $100M versus original guidance of $50M to $70M (all emergency response revenue[1] excluded from calculations of organic growth)

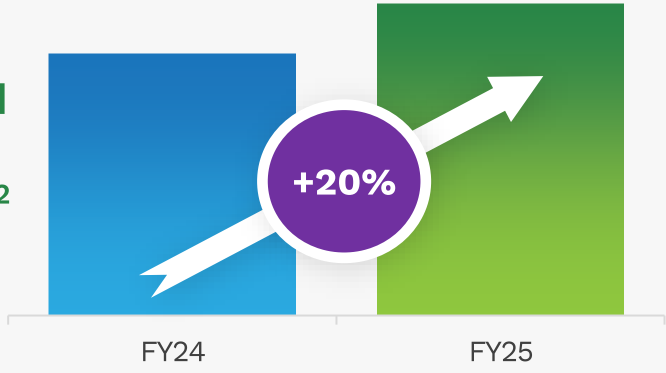
18% Revenue Growth Expected[2]



2025 Consolidated Adjusted EBITDA[3] range of $112M to $118M, from $111M to $117M

- Expect year-over-year expansion in Consolidated Adjusted EBITDA[1] as a percentage of revenue due to operating leverage from solid organic growth and operating efficiency

20% Consolidated Adj. EBITDA[3] Growth Expected[2]



Full-Year 2026 Outlook

- Expect FY26 Consolidated Adjusted EBITDA[3] to be at or above $125M
- Expect FY26 Consolidated Adjusted EBITDA[3] as a percentage of revenue to be above FY25

1) Environmentally emergency responses are event-driven, not backlog-driven, and therefore may vary significantly.
2) Calculated as FY24 actual results versus the midpoint of FY25 guidance ranges.
3) Consolidated Adjusted EBITDA is a non-GAAP measure. See the Appendix to this presentation for a discussion of this measure.

Investment Highlights

Uniquely **integrated** across environmental consulting, testing, and treatment science

Global scale and **diverse recurring** customer base supports cross-selling upside

Large TAM and secular **tailwinds** backed by regulatory and corporate initiatives

Strong organic **growth** coupled with opportunistic **accretive** acquisitions

Consistent financial **performance** across political and economic cycles

Strong balance sheet, **demonstrated** cash flow generation, & path to margin **enhancement**

Patent protected technology provides significant competitive advantages in a highly fragmented industry

Experienced management team and a team-centric **culture**

SEGMENTS SECTION

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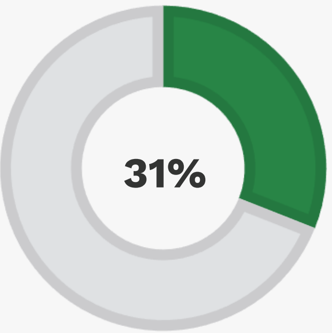
Assessment, Permitting & Response Segment

Identify

2024 Revenue

% of Montrose's Total Revenue



2024 Margin	Long Term Margin Target
22%	20%-25%

Key Capabilities

- Environmental Assessments
- Environmental Emergency Response
- Toxicology Consulting
- Environmental Audits & Permitting
- NRDA, NEBA & other Advisory Services

Highlights

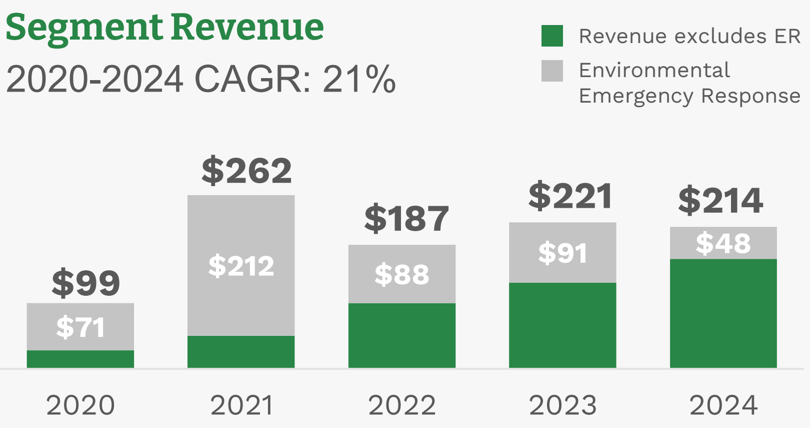
200+ Annual responses by premier response brand

21%+ Segment Revenue Growth Rate[1]

#8 Ranked among top Environmental Management firms[2]

Segment Revenue

2020-2024 CAGR: 21%



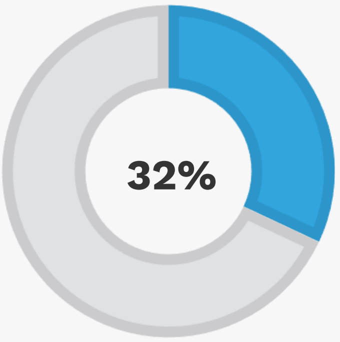
1) Segment CAGR from 2020 to 2024, excluding environmental emergency response revenue of $71M in 2020, $212M in 2021, $88M in 2022 $91M in 2023, and $48M in 2024.
2) ENR The Top 200 Environmental Firms

Measurement & Analysis Segment

Quantify

2024 Revenue

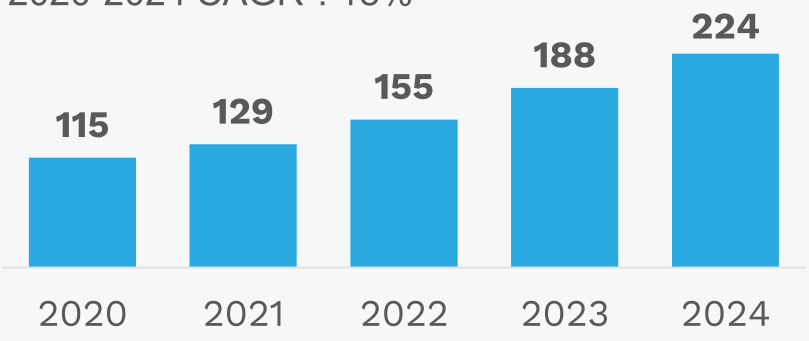
% of Montrose's Total Revenue



2024 Margin	Long Term Margin Target
23%	20%+

Segment Revenue

2020-2024 CAGR[2]: 18%



Key Capabilities

- Multi-Media Laboratory Services
- Data Solutions (Sensible EDP)
- Stack & Ambient Air Testing
- Leak Detection & Repair using traditional methods and OGI

Highlights

1000+ One of the largest North American pure-play environmental field teams

2 of 28 Tech-enabled integrated platform: field, lab & digital data solutions

9 One of America's largest network of environmental labs

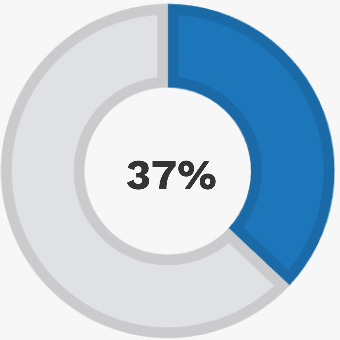
1) Measurement & Analysis excludes discontinued services revenues of $36.8M in 2020, $23.9M in 2021, $17.0M in 2022, $8.8M in 2023, and zero in 2024.

Remediation & Reuse Segment

Remediate

2024 Revenue

% of Montrose's Total Revenue



Key Capabilities

- Consulting, Engineering, Design, & Implementation Services
- Water Treatment (e.g., PFAS & Selenium Water Removal)

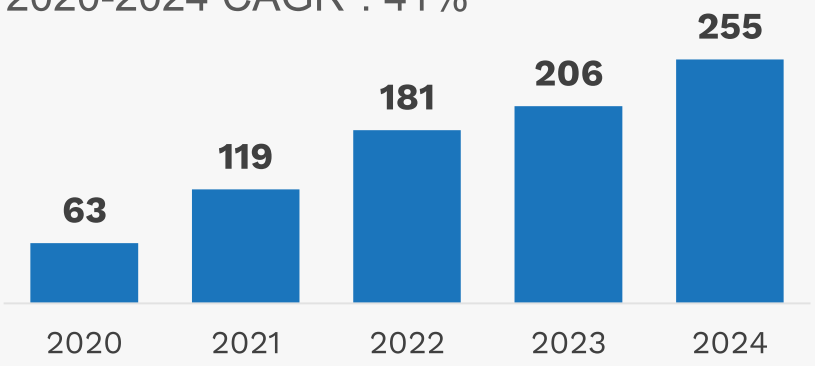
Highlights

30	Patents issued for proprietary innovations[2]
+	Ongoing patent submissions
$250B+	Total addressable market[3]

2024 Margin	Long Term Margin Target
15%	20%-25%

Segment Revenue

2020-2024 CAGR[1]: 41%



1) Remediation & Reuse excludes discontinued services revenues of $14.7M in 2020, $12.1M in 2021, $3.6M in 2022, zero in 2023, and zero in 2024.
2) Patent portfolio includes 8 distinct patents approved in numerous countries for a total of 30 patents in the portfolio.
3) Environmental Business Journal, Volume XXXVII, Numbers 5/6, 2024, TAM over next 20 to 30 years

APPENDIX

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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, Consolidated Adjusted EBITDA margin, Adjusted Net Income, Diluted Adjusted Net Income per Share, and Free cash flow. 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 Consolidated Adjusted EBITDA margin as Consolidated Adjusted EBITDA divided by revenue. We calculate Adjusted Net Income 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. Diluted Adjusted Net Income per share represents Adjusted Net Income attributable to stockholders divided by the fully diluted number of shares of common stock outstanding during the applicable period. Free cash flow is defined as net cash provided by (used in) operating activities plus net cash used in investing activities, adjusted for the impact of certain other items, including purchase price true ups, minority investments, and cash paid for acquisitions, net of cash acquired; and, dividend payments to the Series A-2 holders.

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 and Diluted Adjusted Net Income 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. Free cash flow is used by management as one of the means by which it assesses cash generation in excess of ongoing capital needs of the business.

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 and Diluted Adjusted Net Income 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 and Diluted Adjusted Net Income 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 and Diluted Adjusted Net Income per Share in conjunction with the related GAAP measures. Free cash flow has certain limitations and should not be considered as an alternative to or in isolation from net cash provided by (used in) operating activities or any other measure of liquidity calculated in accordance with GAAP. In evaluating Free cash flow, you should be aware that Free cash flow does not represent residual cash flow available for discretionary expenditures.

Non-GAAP Financial Information (Continued)

Additionally, we have provided estimates regarding Consolidated Adjusted EBITDA for 2025. 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, and fair value changes. We expect the variability of these items could have a significant impact on our reported GAAP financial results.

In this presentation we also reference our organic growth. We define organic growth as the change in revenues excluding revenues from i) our environmental emergency response business, ii) acquisitions for the first twelve months following the date of acquisition, and iii) businesses held for sale, disposed of or discontinued. 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 over the long term and expect to continue to do so.

In a given reporting period, when we refer to revenue changes driven by acquisitions, we are referring to the revenue contribution from any acquisition from its closing date through the first 12 months of that acquisition, at which point any subsequent contribution therefrom would be organic.

Customer revenue retention defined as the percentage of revenue excluding environmental emergency response revenue from customers in a given year that recurred in the next year. Emergency environmental response revenue is excluded from the calculation in light of episodic nature of emergency response work.

Cross-selling activity defined as the percentage of total revenue from customers purchasing two or more Montrose services within the same fiscal year.

Montrose Environmental Group, Inc.
Reconciliation of Net Income to Consolidated Adjusted EBITDA

	Three Months Ended September 30,		Nine Months Ended September 30,	
	2025	2024	2025	2024
Net income (loss)	$8,378	$(10,564)	$7,375	$(34,091)
Interest expense	5,039	4,137	14,872	11,420
Income tax expense	7,281	1,368	11,140	4,480
Depreciation and amortization	12,958	13,240	39,015	37,408
EBITDA	$33,656	$8,181	$72,402	$19,217
Stock-based compensation (1)	9,220	11,763	33,777	34,866
Acquisition costs (2)	754	2,764	1,790	6,371
Fair value changes in financial instruments (3)	(10,354)	3,946	(18,394)	4,851
Expenses related to financing transactions (4)	29	41	303	280
Fair value changes in business acquisition contingencies (5)	13	143	844	385
Discontinued Specialty Lab (6)	—	96	—	692
Other losses and expenses (7)	343	1,378	1,554	1,886
Consolidated Adjusted EBITDA	$33,661	$28,312	$92,276	$68,548

(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. As of December 31, 2024, the performance-based stock appreciation rights granted to the Company's management in 2021 were cancelled and therefore, not included in the stock-based compensation expenses thereafter.
(2) Includes financial and tax diligence, consulting, legal, valuation, accounting and travel costs and acquisition-related incentives related to our acquisition activity, including direct costs of integration.
(3) Amounts relate to the change in fair value of the interest rate swap instruments 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) Amounts consist of operating losses before depreciation related to the Discontinued Specialty Lab.
(7) Amount for the three months ended September 30, 2025 consists primarily of severance costs. Amounts for the nine months ended September 30, 2025 consist primarily of the aforementioned severance costs, non-recurring costs incurred to restructure the Company's renewable energy business, third-party expenses associated with the independent review and analysis of assertions in a short seller report regarding the Company, and costs to centralize certain back-office functions. Amounts for the three and nine months ended September 30, 2024 consist of costs associated with a lease abandonment.

Montrose Environmental Group, Inc.
Reconciliation of Net Income to Consolidated Adjusted EBITDA

	Year Ended December 31,					
	2024	**2023**	**2022[(a)]**	**2021[(a)]**	**2020[(a)]**	**2019[(a)]**
Net loss	$(62,314)	$(30,859)	$(31,819)	$(25,325)	$(57,949)	$(23,557)
Interest expense	15,862	7,793	5,239	11,615	13,819	6,755
Income tax expense (benefit)	7,996	(980)	2,250	1,709	851	(3,121)
Depreciation and amortization	52,762	45,780	47,479	44,810	37,274	27,705
EBITDA	$14,306	21,734	23,149	32,809	$(6,005)	7,782
Stock-based compensation (1)	64,665	47,267	43,290	10,321	4,849	4,345
Acquisition costs (2)	7,827	6,930	1,891	2,088	4,344	3,474
Fair value changes in financial instruments (3)	3,124	(4,129)	(3,396)	2,195	20,319	11,160
Expenses related to financing transactions (4)	317	35	7	50	378	—
Fair value changes in business acquisition contingencies (5)	534	84	(3,227)	24,372	12,942	1,392
Short term purchase accounting fair value adjustment to deferred revenue (6)	—	—	—	—	243	858
Public offering expense (7)	—	—	—	—	7,657	610
Discontinued Specialty Lab (8)	692	6,112	—	—	5,662	577
Other (gains) losses and expenses (9)	4,323	543	4,459	1,400	1,905	—
Consolidated Adjusted EBITDA	$95,788	$78,576	$66,173	$73,235	$52,294	$30,198

(a) Prior period amounts have been recalculated from amounts originally disclosed using the current 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 business acquisition contingencies at the time of the closing of acquisitions and the expected (or actual) value of these contingencies at the end of the relevant period.
(6) Purchase accounting fair value adjustment to deferred revenue represents the impact of the fair value adjustment to the carrying value of deferred revenue as of the date of acquisition of ECT2.
(7) Represents expenses incurred by us to prepare for our initial public offering, costs from IPO-related bonuses, and costs related to the November 2020 secondary public offering.
(8) Amounts consist of operating losses before depreciation related to the Discontinued Specialty Lab.
(9) Amounts in 2024 are primarily comprised of third-party expenses associated with the independent review and analysis of assertions in a short seller report regarding the Company, non-recurring costs to centralize certain back-office functions, and lease abandonment costs. Amount in 2023 consists of costs associated with an aviation loss. In 2022, amounts include costs associated with the exiting of the legacy water treatment and biogas operations and maintenance contracts and the Company's start-up lab in Berkeley, California, as well as an impairment charge for certain operating lease right-of-use assets and severance costs related to the restructuring within the Company's 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. In 2020 and 2019, amounts represent loss from the Discontinued Service Lines and the Berkeley Lab.

Montrose Environmental Group, Inc.
Reconciliation of Net Cash Provided by (Used in) Operating Activities to Free Cash Flow

	Nine Months Ended September 30,	
	2025	2024
Net cash provided by (used in) operating activities	$55,548	$(9,721)
Net cash used in investing activities	(12,604)	(137,190)
Adjustments to Net cash used in investing activities:		
Purchase price true ups	—	3,413
Minority investments	—	210
Cash paid for acquisitions, net of cash acquired	—	113,012
Dividend payments to Series A-2 stockholders	(4,150)	$(8,314)
Free cash flow	$38,794	$(38,590)