Onterris™

2Q26 Earnings Presentation Addendum

August 6, 2026

For Planet & Progress

Disclosures

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 Onterris, Inc.’s (“Onterris,” “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. These factors and events include (i) general global economic, business and other conditions, including inflationary and interest rate pressures and tariffs and other trade tensions, the cyclical nature of our industry and the significant fluctuations in events that impact our business; (ii) the parts of our business that depend on difficult to predict natural or manmade events and the fluctuations in our revenue and customer concentration as a result thereof; (iii) our ability to adapt to changing technology, industry standards or regulatory requirements, including emerging environmental, social and governance requirements; (iv) the highly competitive nature of our business; (v) significant environmental governmental regulation or de-regulation; (vi) our ability to execute on our acquisition strategy and successfully integrate and realize benefits from our acquisitions; (vii) our ability to maintain and expand our client base; (viii) our ability to attract and retain qualified managerial and skilled technical personnel; (ix) safety-related issues; (x) any failure in or breach of our networks and systems or other forms of cyber-attack; (xi) our ability to promote and develop our new brand; (xii) our ability to maintain necessary accreditations and other authorizations in varying jurisdictions; (xiii) allegations regarding compliance with professional standards, duties and statutory obligations and our ability to provide accurate results; (xiv) the lack of formal long-term agreements with many of our clients; (xv) government clients and contracts; (xvi) our ability to maintain our prices and manage costs; (xvii) our ability to protect our intellectual property or claims that we infringe on the intellectual property rights of others; (xviii) laws and regulations regarding handling of confidential information; (xix) our international operations; (xx) product related risks; (xxi) whether the objectives of the strategic review process will be achieved; (xxii) the terms, structure, benefits and costs of any strategic transaction; the timing of any transaction and whether any transaction will be consummated at all; (xxiii) the risk that the board review and its announcement could have an adverse effect on the our ability to retain and hire key personnel and maintain relationships with partners, suppliers, employees, shareholders and other business relationships and on its operating results and business generally; (xxiv) the risk the board review could divert the attention and time of our management; (xxv) the risk of any unexpected costs or expenses resulting from the review; and (xxvi) the risk of any litigation relating to the review.

Disclosures

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 the Onterris filings with the Securities and Exchange Commission, including its Annual Report on Form 10-K for the year ended December 31, 2025, as supplemented by its Quarterly Report on Form 10-Q for the quarter ended March 31, 2026, 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, the Onterris financial information presented in accordance with GAAP. The non-GAAP measures as defined by Onterris 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 future results, cash flows or leverage of Onterris 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 its accuracy or completeness. We have not independently verified third-party information, nor has any independent source verified data derived from our internal research.

Summary

- ONT economic engine remains strong - cash flow expectation for 2026 is largely unchanged despite reduction in revenue
- 2026 margins[1] expectations are higher with updated guidance (~15.5% at the midpoint versus ~15% at the midpoint of original guidance and 14.0% FY25)
- Change in Consolidated Adjusted EBITDA[1] guidance of $9M at midpoint is effectively the impact of lowered ER revenue (illustrative 25% margins on $40M of revenue)
- Underlying demand remains strong as demonstrated by continued growth in net service revenue[1] (NSR)
  - NSR excl. ER expected to grow 8% in 2026 (midpoint of guidance) versus 2025
  - NSR excl. ER grew 28% FY23 – FY24 and 14% FY24 – FY25

[1] Margin is calculated as Consolidated Adjusted EBITDA in each year divided by Revenue in each year. Net Service Revenue is calculated as Revenue less subcontractor and non-labor direct costs. These are Non-GAAP measures. See the Appendix to this presentation for a discussion of these non-GAAP measures and reconciliations, including certain matters with respect to guidance.

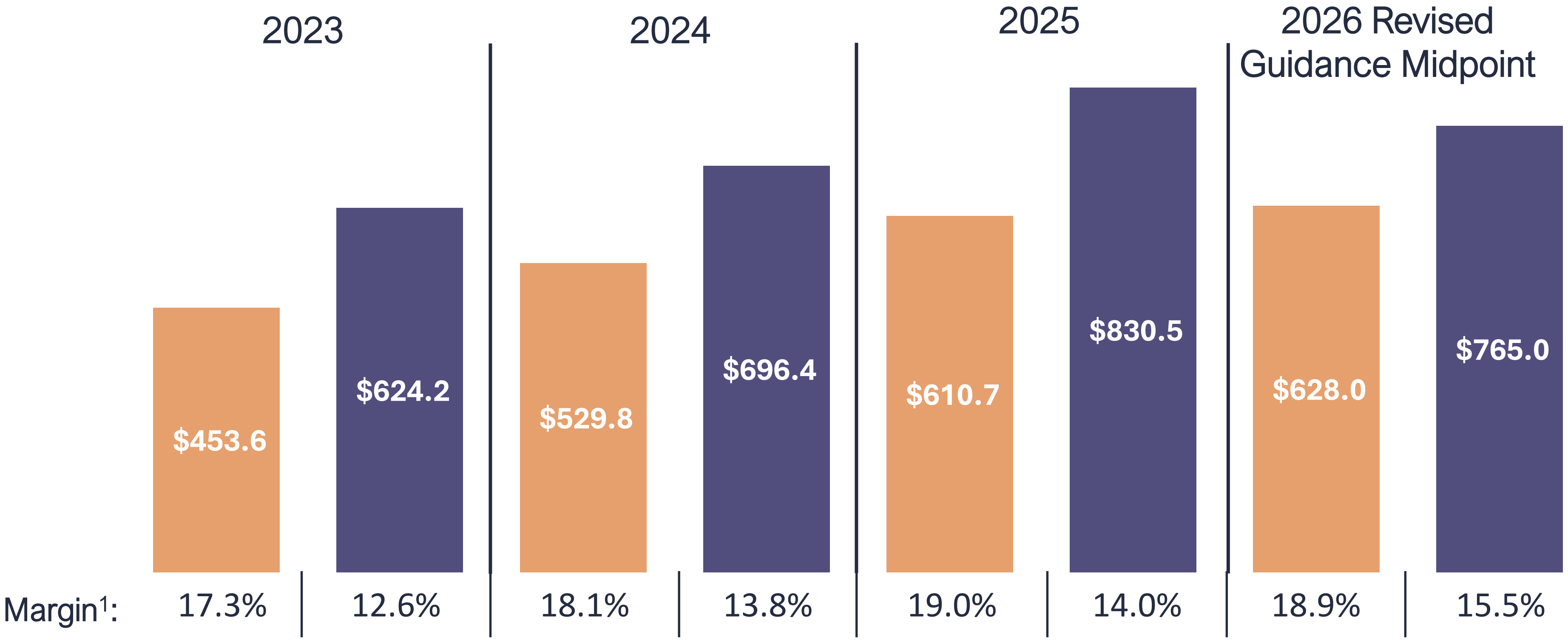
Strong Net Service Revenue with Margin Growth

$ in millions

Net Service Revenue (NSR[1])

Revenue

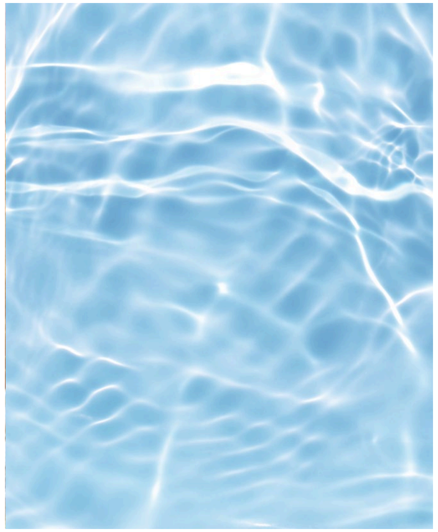
	2023 – 2025	2023 – 2026
Revenue CAGR	15%	7%
NSR CAGR	16%	11%



NSR excluding Emergency Response (ER) of $389M, $496M, $564M and $612M, in each year respectively. 2023 - 2025 NSR excluding ER CAGR of 20%; 2023 - 2026 NSR excluding ER CAGR of 16%; and 2025 – 2026 NSR excluding ER growth of 8%.

[1] Margin is calculated as Consolidated Adjusted EBITDA in each year divided by Net Service Revenue and Revenue in each year. Net Service Revenue is calculated as Revenue less subcontractor and non-labor direct costs. These are Non-GAAP measures. See the Appendix to this presentation for a discussion of these non-GAAP measures and reconciliations, including certain matters with respect to guidance.

Appendix



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Non-GAAP Financial Information

Brand and Resegmentation: On April 17, 2026, Montrose Environmental Group, Inc. rebranded to Onterris, Inc. Beginning in the first quarter of 2026, the Company realigned its reportable segments to reflect updates made to the organizational structure and operating model. The Company's rebranding is intended to strengthen cross-functional collaboration, improve cross-selling opportunities, and optimize labor utilization. As a result of the reporting segment realignment, the Company's Assessment, Permitting and Response and Remediation and Reuse segments were aggregated into a newly created Consulting and Treatment segment. The Company's Measurement and Analysis and corporate segments were not affected by the realignment.

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 contingent consideration and other 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.

Non-GAAP Financial Information (Continued)

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 liquidity measure 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.

Additionally, we have provided estimates regarding Consolidated Adjusted EBITDA for 2026. 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.

Client recurring revenue defined as the percentage of revenue from clients in a given year that recurred in the next year, excluding environmental emergency response revenue and revenue from acquisitions in either 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 Onterris services within the same fiscal year. Cross-selling excludes acquisition revenue in the first-year post closing.

Net Service Revenue represents revenue from our labor services and is calculated as revenues less subconsultants and non-labor direct costs.

Onterris, Inc.

Reconciliation of Net Income (Loss) to Adjusted Net Income

	Three Months Ended June 30,		Six Months Ended June 30,	
	2026	2025	2026	2025
Net income (loss)	$ 1,366	$ 18,356	$ (11,324)	$ (1,003)
Amortization of intangible assets	6,662	7,326	13,336	15,716
Stock-based compensation(1)	9,618	10,834	18,691	24,557
Acquisition costs(2)	137	325	218	1,036
Fair value changes in financial instruments(3)	(532)	(9,256)	(1,242)	(8,040)
Fair value changes in business acquisition contingencies(4)	141	354	(697)	831
Rebranding expenses	1,422	—	2,523	—
Other losses and expenses(5)	1,207	453	2,615	1,485
Tax effect of adjustments(6)	(460)	(1,018)	1,354	(1,873)
Adjusted Net Income	$ 19,561	$ 27,374	$ 25,475	$ 32,709
Preferred dividends Series A-2	—	(1,400)	—	(4,150)
Adjusted Net Income attributable to stockholders	$ 19,561	$ 25,974	$ 25,474	$ 28,559
Net Income (Loss) per share attributable to stockholders	$ 0.04	$ 0.48	$ (0.32)	$ (0.15)
Basic Adjusted Net Income per share(7)	$ 0.55	$ 0.74	$ 0.71	$ 0.82
Diluted Adjusted Net Income per share(8)	$ 0.51	$ 0.60	$ 0.65	$ 0.64
Weighted average common shares outstanding	35,806	35,206	35,926	34,855
Fully diluted shares	38,714	43,455	38,984	44,664

1) Represents non-cash stock-based compensation expenses related to option awards issued to employees and restricted stock grants issued to directors and selected employees.
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 for the three and six months ended June 30, 2026 relate to the change in fair value of the interest rate swap instruments. Amounts for the three and six months ended June 30, 2025 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 reflect the difference between the expected settlement value of acquisition related earn-out payments at the beginning of the relevant period and the expected (or actual) value of earn-outs at the end of the relevant period.
5) Amounts for the three and six months ended June 30, 2026 consist primarily of severance costs related to organizational restructuring of business lines within the Company's former Assessment, Permitting and Response and Remediation and Reuse segments and IT migration costs. Amounts for the three and six months ended June 30, 2025 consist primarily of 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.
6) The Company applied the estimated effective tax rate on portions of the adjustments related to our significant foreign entities, and determined the US portion of the adjustments do not have any tax impact since we are in a full deferred tax asset valuation allowance as of June 30, 2026.
7) Represents Adjusted Net Income attributable to stockholders divided by the weighted average number of shares of common stock outstanding.
8) Represents Adjusted Net Income attributable to stockholders divided by fully diluted number of shares of common stock.

Onterris, Inc.

Reconciliation of Net Income (Loss) to Consolidated Adjusted EBITDA

	Three Months Ended June 30, 2026	Three Months Ended June 30, 2025	Six Months Ended June 30, 2026	Six Months Ended June 30, 2025
Net income (loss)	$ 1,366	$ 18,356	$ (11,324)	$ (1,003)
Interest expense	5,471	4,768	10,937	9,833
Income tax expense	346	988	2,649	3,859
Depreciation and amortization	12,704	12,763	25,333	26,057
EBITDA	$ 19,887	$ 36,875	$ 27,595	$ 38,746
Stock-based compensation[1]	9,618	10,834	18,691	24,557
Acquisition costs[2]	137	325	218	1,036
Fair value changes in financial instruments[3]	(532)	(9,256)	(1,242)	(8,040)
Fair value changes in business acquisition contingencies[4]	141	354	(697)	831
Rebranding expenses	1,422	—	2,523	—
Other losses and expenses[5]	1,207	453	2,615	1,485
Consolidated Adjusted EBITDA	$ 31,880	$ 39,585	$ 49,703	$ 58,615

1) Represents non-cash stock-based compensation expenses related to option awards issued to employees and restricted stock grants issued to directors and selected employees.
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 for the three and six months ended June 30, 2026 relate to the change in fair value of the interest rate swap instruments. Amounts for the three and six months ended June 30, 2025 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) Reflects the difference between the expected settlement value of acquisition related earn-out payments at the beginning of the relevant period and the expected (or actual) value of earn-outs at the end of the relevant period.
5) Amounts for the three and six months ended June 30, 2026 consist primarily of severance costs related to organizational restructuring of business lines within the Company's former Assessment, Permitting and Response and Remediation and Reuse segments and IT migration costs. Amounts for the three and six months ended June 30, 2025 consist primarily of 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.

Onterris, Inc.

Reconciliation of Revenue to Net Service Revenue

	For the Three Months Ended June 30, 2026	2025	For the Six Months Ended June 30, 2026	2025
Revenue	$ 186,661	$ 234,543	$ 355,179	$ 412,377
Subconsultants and non-labor direct costs	(36,178)	(63,007)	(66,831)	(101,605)
Net Service Revenue	$ 150,483	$ 171,536	$ 288,348	$ 310,772

	Year Ended December 31, 2025	2024	2023
Revenue	$ 830,538	$ 696,395	$ 624,208
Subconsultants and non-labor direct costs	(219,836)	(166,606)	(170,623)
Net Service Revenue	$ 610,702	$ 529,789	$ 453,585

Onterris

Investing for Planet & Progress

Our innovative solutions and integrated expertise deliver stronger environmental compliance and performance, generating new value for stakeholders and securing a better future for clients, communities and the ecosystems we all depend on.

Thank you for supporting our mission.

For more information, visit ir.onterris.com.

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Adrianne D. Griffin

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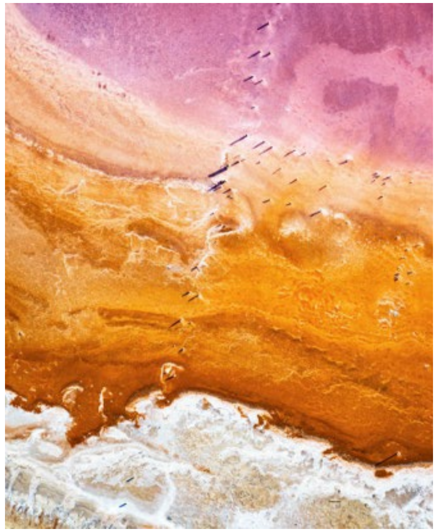

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Thank You