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# INVESTOR PRESENTATION

## Forward Looking Statements and Non-GAAP Reconciliation

The statements made during this presentation, including the answers to your questions, may include information that the Company believes to be forward-looking statements within the meaning of the Private Securities Litigation Reform Act. Forward-looking statements involve risk and uncertainties that may cause actual results or events to differ materially from those expressed or implied in such statements. Those risks include, among other things, matters that the Company has described in its earnings release and in its filings with the Securities and Exchange Commission, including its most recent annual report on Form 10-K and subsequently filed quarterly reports on Form 10-Q. The Company does not undertake any ongoing obligation, other than that imposed by law, to publicly update or revise any forward-looking statements to reflect future events, information, or circumstances that arise after this presentation. In addition, this presentation contains time sensitive information that reflects management's best judgment only as of the date of this presentation.

All references to EBITDA in this presentation refer to adjusted EBITDA.

Please see the Appendix for a reconciliation of all non-GAAP financial measures referenced in this presentation.

# Overview: FET Makes It Happen

**We don't drill the holes...**

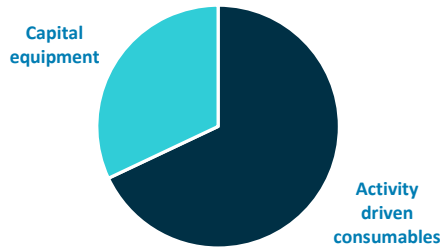
**We don't stimulate the wells...**

**We don't produce the hydrocarbons...**

**...but FET makes it happen by  
providing value-added products and  
solutions that increase the safety and  
efficiency of energy production.**



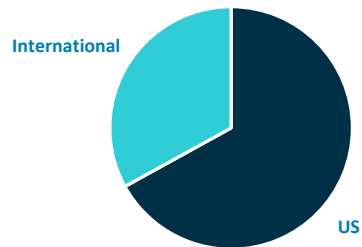
# FET Revenue Profile



## Purchase Cycle

Short-cycle consumable revenue trends with activity

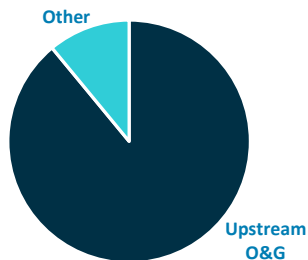
Capital revenue driven by years of industry underinvestment and technological advancements



## Geography

US industry activity up 97% since the start of 2021 with expected continued growth\*

International more stable with cyclical investment by OPEC+ and Asian nations



## Industry Sector

“Other” includes refining, petrochemical, renewable energy, and emissions controls and reduction

Note: All charts are revenue for Full Year of 2022 \* U.S. rig count considered as a proxy for activity



# Differentiated Portfolio Drives Revenue Growth



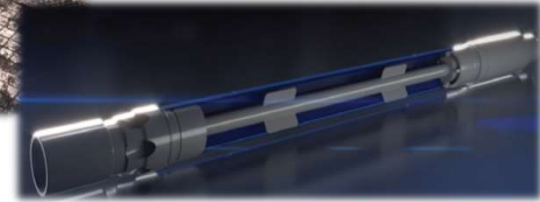
Cyclone



LR-11 Rescue Submarine



FR120 Iron Roughneck



Pump Saver Plus



Quality Wireline



Global Tubing

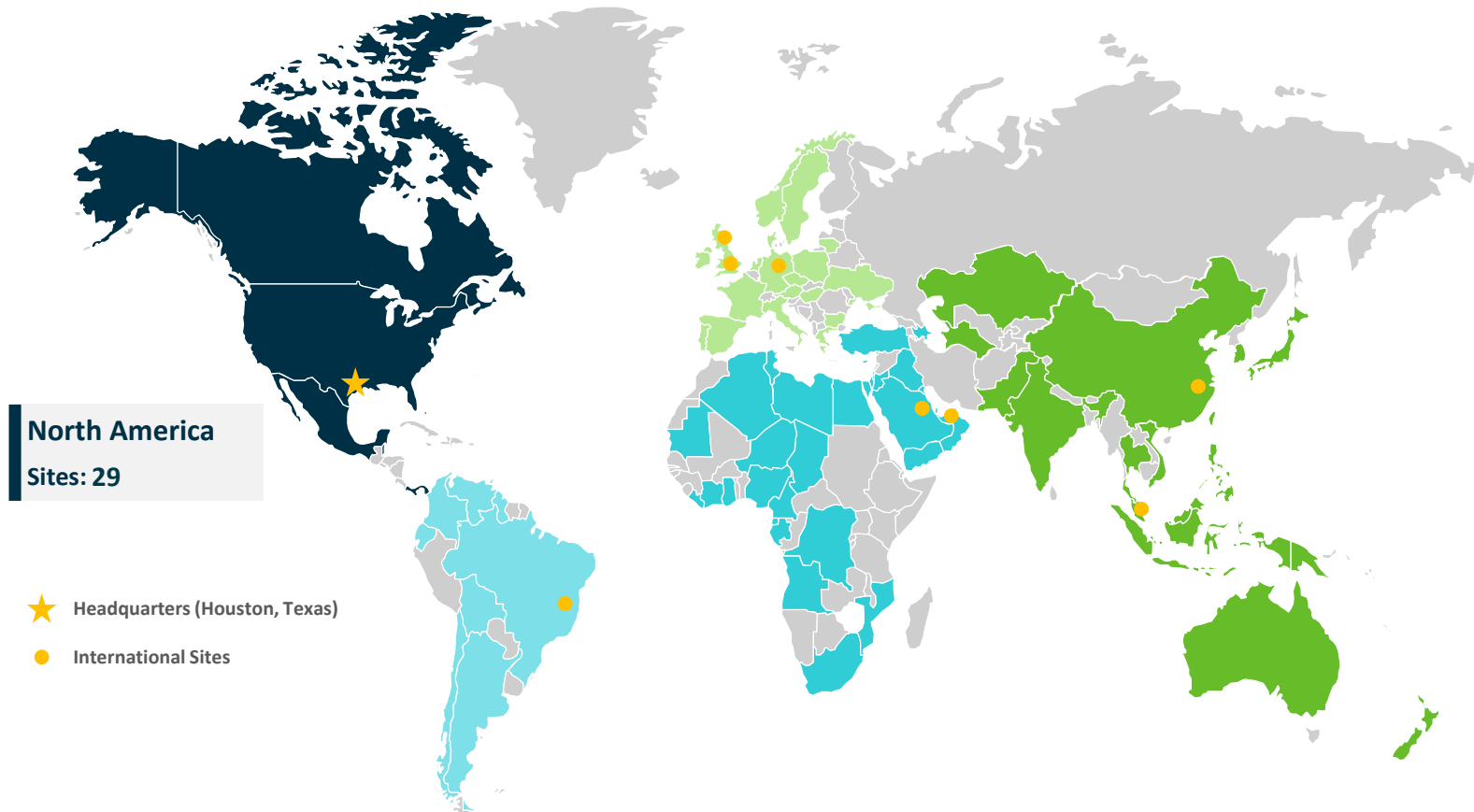


Serpent Series



Osprey

# Extensive Global Reach with Optimized Footprint



# Why FET?

## Market Conditions and Activity

Propelling strong investment in energy production

## Revenue Growth

Increasing with global activity and higher capital spend

## EBITDA Margin Expansion

Growing faster than revenue through operating leverage and portfolio optimization

## Free Cash Flow

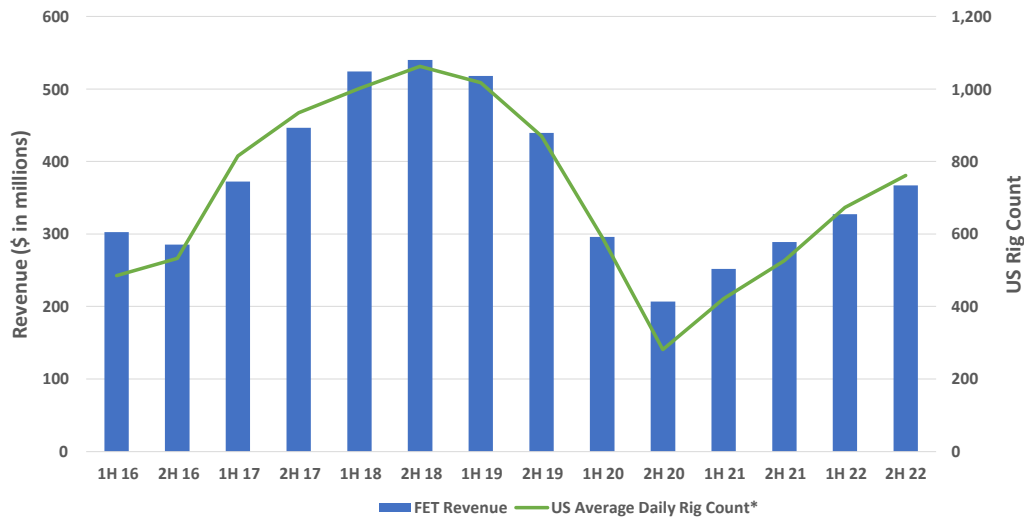
Conversion strong through asset light model

## Unrealized Shareholder Value

Unlock upside from healthy balance sheet, capital deployment, and multiple expansion

# Revenue Poised for Growth

Strong Historical Correlation to U.S. Rig Count



Potential to outpace U.S. rig count growth

\* Source: Baker Hughes Rig Count

## FET's Growth Levers



**United States** activity remains strong, supported by high equipment utilization and service intensity, global energy supply and demand imbalance, and low inventory levels



**International** footprint and extensive global reach supports growing international activity



**Capital** investment in equipment upgrade cycle required after years of under investment; supported by FET's differentiated portfolio of capital products



**Market share** gains through portfolio optimization and evaluation for growth and cash returns; FET's value recognition amongst customers



# Industry Capital Investment Required

“...completions calendar is fully booked...”

“...multi-year outlook for North American activity is robust...”

“...full utilization of existing frac capacity...”

“...customer budgets appear to be moderately higher in 2023...”

“...pricing is strong right now...”

“...the amount of horsepower per spread is also increasing...”

**Comments from pressure pumping and rig companies’ most recent earnings calls suggests an influx of capital investment will be needed to meet demand**

“...long lead times for new equipment...”

“...spending internationally is expected to increase in the mid-teens...”

“...service intensity to increase through 2023...”

“...expect oil and gas demand to remain strong...”

“...early stages of a multi-year upturn in global activity...”

“...market for equipment is tight...”

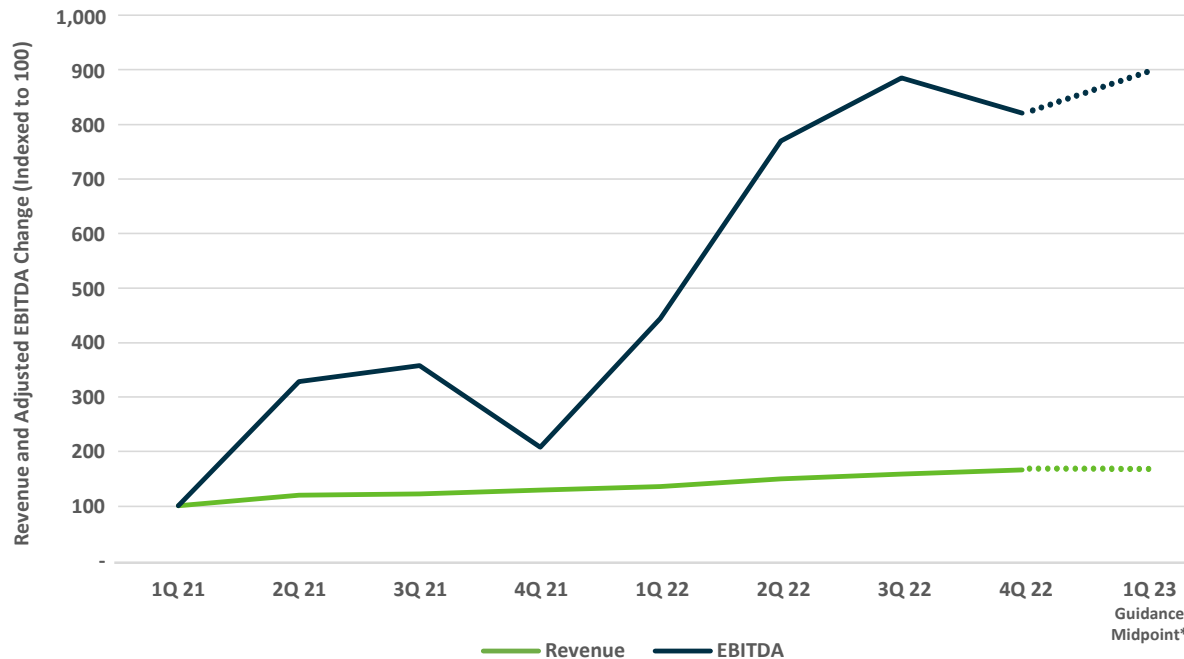
“...of market fundamentals that remain compelling ...”

“...remain optimistic that we are in a multiyear up-cycle...”

# Business Alignment for Energy Transition



# EBITDA Growth Outpacing Revenue



**FET More Profitable Than Prior to the Pandemic**

## EBITDA Growth

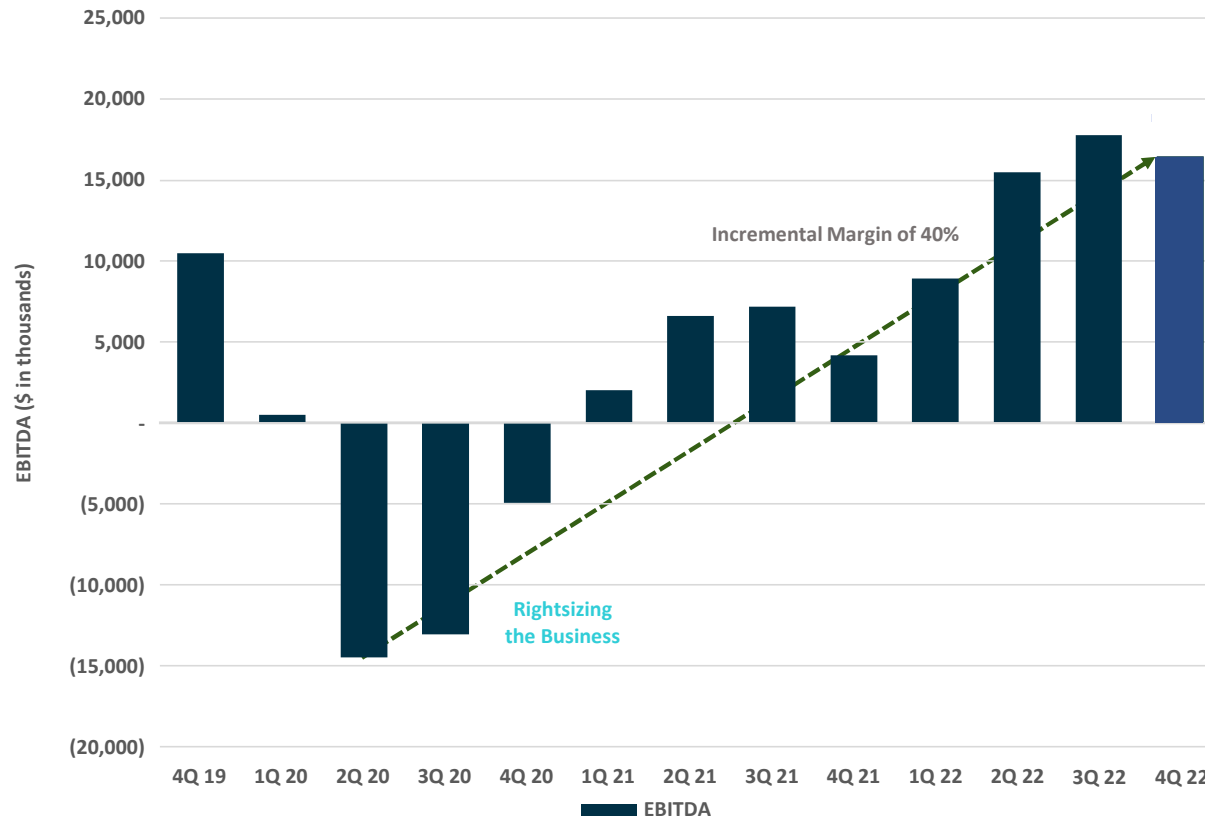
Operating leverage driving strong incremental EBITDA growth

Continuous portfolio optimization focuses on differentiation, value recognition, and cash returns

Net pricing gains in an inflationary environment

\* FET guided 1Q23 revenue between \$180 and \$200 million and EBITDA between \$16 and \$20 million

# Operating Leverage Driving EBITDA Growth



## Operating Leverage

~57% greater EBITDA on lower activity compared to fourth quarter 2019

Significant costs reductions in 2020

Expect future incremental margins of 25-40%

**Revenue and EBITDA growth require minimal incremental cost**

Note: EBITDA for 4Q19 through 4Q20 proforma for divestiture of ABZ and QVA

# Continuous Portfolio Optimization

## Portfolio Evaluated and Managed for Growth and Cash Returns

### Differentiated Portfolio

Market share leaders

Barriers to entry

Consolidated niche markets

Strong margin contribution

### Growth Portfolio

Market share growth potential

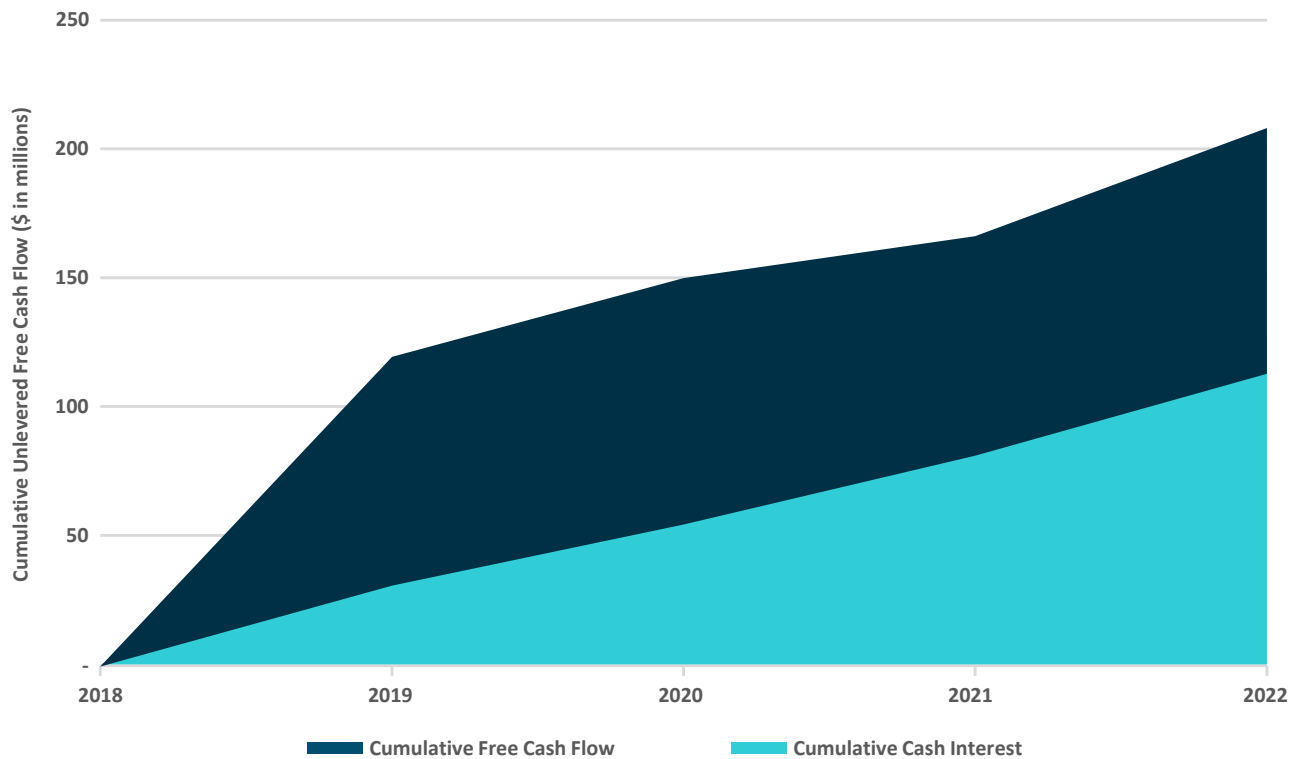
Ripe for technology disruption

Markets ready for consolidation

Improving margin contribution



# Unlevered Free Cash Flow Growth



## Free Cash Flow

Capital-lite structure allows for strong EBITDA to free cash flow conversion

Able to grow revenue ~50% from current levels with minimal capital expenditures

Debt reduction frees up cash

Strong liquidity position of \$207 million with cash and ABL credit facility

Note: Unlevered free cash flow is defined as free cash flow plus cash interest on 2025 Notes

# Value Creation with Debt Conversion

## Post-Conversion FET Share Price Scenarios

Mandatory conversion requirements met in December 2022 on 9.00% Convertible Senior Secured Notes due August 2025

\$123 million (~47.8%) of debt converted to ~4.5 million shares

Proforma from December 31, 2022 balance sheet:

- net debt of ~\$83 million
- \$11 million cash interest reduction per year
- leverage ratio approximately 1.4x

Potential share price scenarios based on 2023 EBITDA guidance range and EV/EBITDA multiples (see table below)

### 2023 EV/EBITDA Multiple

		7.0x	8.5x	10.0x
2023 EBITDA	\$80	\$45	\$56	\$67
	\$90	\$51	\$64	\$76
	\$100	\$58	\$72	\$86


## Deployment of Cash

**On December 31, 2022, \$156 million of available capacity under the ABL plus \$51 million cash and equivalents, for total liquidity of \$207 million**

### Strategic Alternatives and Flexibility:

- ✓ Retirement of long-term notes
- ✓ Share repurchases
- ✓ Accelerated investment in organic initiatives
- ✓ Strategic and accretive M&A

## Unlock Unrealized Shareholder Value



**Profitability  
improvement  
generates cash**



**Improved equity market  
liquidity with increased  
shares outstanding**

**Compelling Share  
Price Upside**



**Debt reduction  
frees up cash**



**Reduced debt risk  
through conversion**

# Why FET?

## Market Conditions and Activity

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## Free Cash Flow

Conversion strong through asset light model

## Unrealized Shareholder Value

Unlock upside from healthy balance sheet, capital deployment, and multiple expansion



**GET TO KNOW FET**



# Strong Leadership and Culture



**Cris Gaut**  
Executive Chairman



**Neal Lux**  
President, CEO, and  
Board Member



**Lyle Williams**  
Executive VP and CFO



**John Ivascu**  
Executive VP, General Counsel,  
CCO, and Corporate Secretary



**Michael Danford**  
Senior VP and Chief  
HR Officer



Evelyn Angelle  
Former EVP & CFO  
BJ Services



John A. Carrig  
Former COO  
ConocoPhillips



Michael McShane  
Former CEO  
Grant Prideco



Louis A. Raspino  
Former CEO  
Pride International



Dr. Emily Reichert, Ph.D.  
CEO Emeritus  
Greentown Labs



Paul E. Rowsey III  
Chairman  
E2M Partners, LLC



John Schmitz  
Chairman and CEO  
Select Energy Services

# Core Values



## No one gets hurt

The safety of our employees and customers is our first priority, coupled with a healthy respect for the environment.

## Integrity

In everything we do, in every interaction, both internally and externally, we strive to operate with the utmost integrity and mutual respect.

## Customer focused

Our products enhance our customer's performance. We listen to their needs and work with them to solve their challenges.

## Good place to work

We are committed to creating a workplace that fosters innovation, teamwork and pride. Every team member is integral to our success, and is treated equally and fairly.

**Permeates All Areas of Our Company**

# History of Growth Through Acquisitions

2011



2012 - 2013



2014 - 2017



2018 - 2019



2021



# Balanced Product Portfolio



## Drilling & Downhole (43% of FY 22 Revenue)

Rig count & well complexity  
Artificial lift spend  
International and offshore recovery



## Completions (38% of FY 22 Revenue)

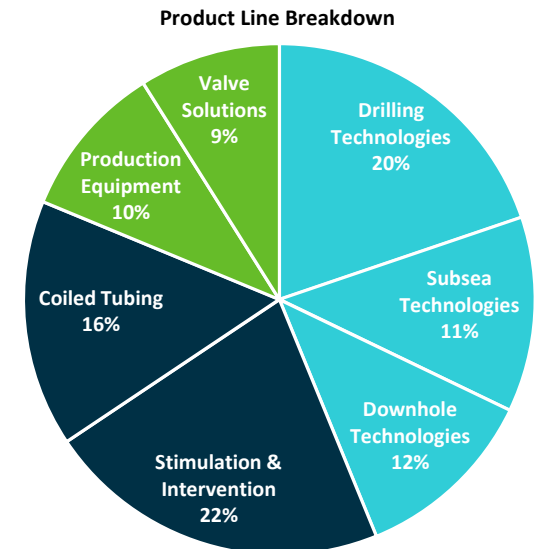
Well count  
Completions intensity  
Completions efficiency



## Production (19% of FY 22 Revenue)

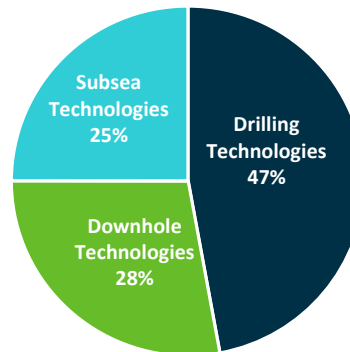
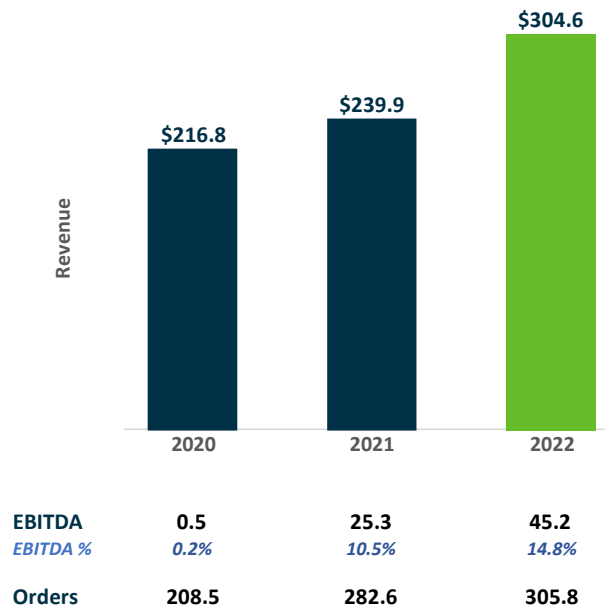
Midstream maintenance  
Downstream and utility buildout  
Well count

## FY22 Revenue - ~\$700 Million



# Drilling & Downhole Segment

Segment Financials (\$ millions)



Product Line Breakdown  
(Full Year 2022)



Drilling Technologies

Drilling Technologies offers some of the oil and gas industry's most reliable and innovative drilling equipment, including handling equipment, specialized bearings, catwalks, seals, mud pumps, and valves.

Downhole Technologies provides tools and equipment, a full line of cementing and casing equipment, and artificial lift solutions.



Downhole Technologies



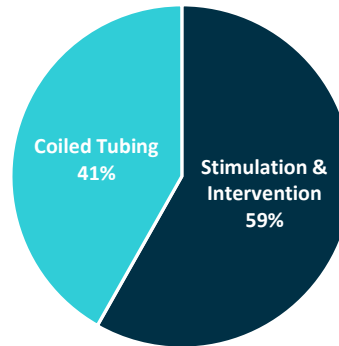
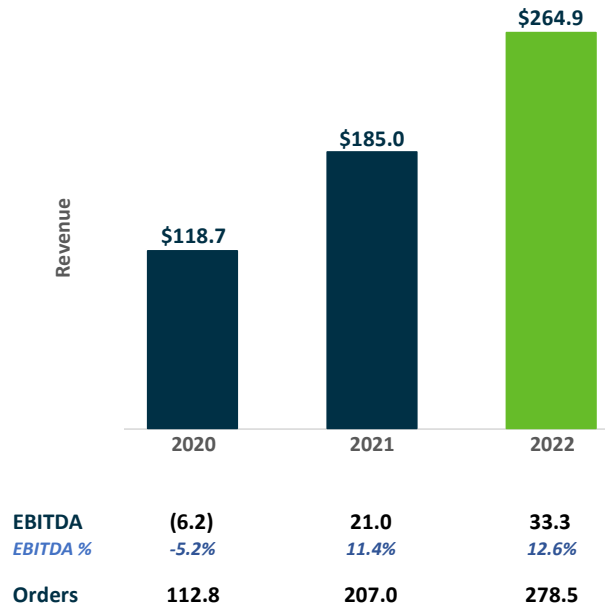
Subsea Technologies

Subsea Technologies provides products and services focused on remote intervention with Remotely Operated Vehicles and trenchers, as well as winches, thrusters, and data acquisition software.



# Completions Segment

Segment Financials (\$ millions)



Product Line Breakdown  
(Full Year 2022)



Stimulation provides high quality innovative solutions, including cooling systems, frac pump power ends, manifold systems, high-pressure flexible hoses, and treating iron.



Stimulation & Intervention

Intervention provides reliable solutions for coiled tubing and wireline, including blowout preventers, lubricators, lift equipment, strippers, flanges, well head adapters, valves, hydraulic latch assemblies, and high-performance cables.

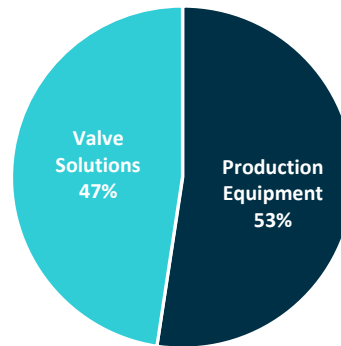
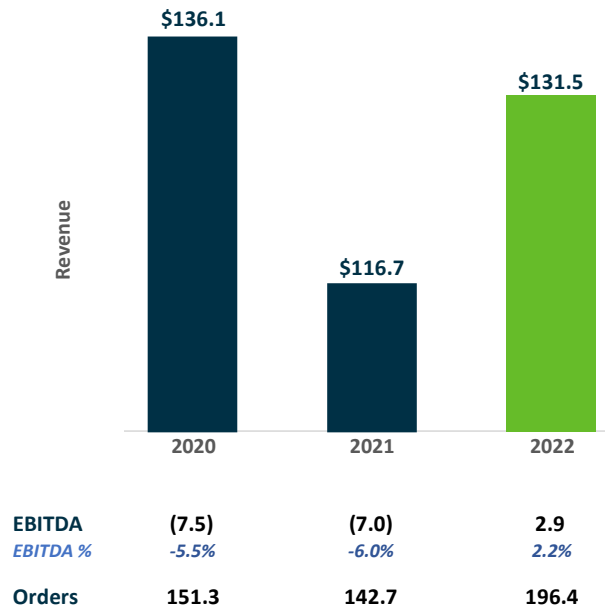
Coiled Tubing develops and manufactures premium coiled tubing for onshore/offshore and coiled line pipe markets with strategically located service centers.



Coiled Tubing

# Production Segment

Segment Financials (\$ millions)



Product Line Breakdown  
(Full Year 2022)



Production Equipment

Production Equipment designs, engineers, and fabricates oil and gas equipment, including sand separators, gas processing and treating equipment, vessels, pig launchers and receivers, dehydrators, and desalters.

Valve Solutions provides rugged and reliable valves and actuators, including cast and forged gate, globe, and check valves, an extensive line of ball valves, and sever service metal-seated ball valves.



Valve Solutions

Note: Revenue and EBITDA for 2020 proforma for divestiture of ABZ and QVA

# APPENDIX

# Capitalization Details

(\$ in millions)	1Q22	2Q22	3Q22	4Q22
<b>Cash &amp; Cash Equivalents</b>	\$ 21	\$ 27	\$ 20	\$ 51
9.00% Convertible Secured Notes Due August 2025	257	257	257	257
Senior Secured Revolving Credit Facility	-	34	11	-
<b>Total Debt</b>	<b>257</b>	<b>291</b>	<b>268</b>	<b>257</b>
Less: Cash & Cash Equivalents	21	27	20	51
<b>Total Net Debt</b>	<b>236</b>	<b>264</b>	<b>248</b>	<b>206</b>
<b>Total Equity</b>	<b>315</b>	<b>308</b>	<b>303</b>	<b>307</b>
<b>Total Capitalization</b>	<b>551</b>	<b>572</b>	<b>551</b>	<b>513</b>
<b><u>Liquidity:</u></b>				
Cash	\$ 21	\$ 27	\$ 20	\$ 51
Availability*	141	114	127	156
<b>Total Liquidity</b>	<b>\$ 162</b>	<b>\$ 141</b>	<b>\$ 147</b>	<b>\$ 207</b>

\* Availability for 1Q22 is borrowing base limit of \$159 million less \$18 million letters of credit; Availability for 2Q22 is borrowing base limit of \$162 million less \$34 million of borrowings outstanding and \$14 million letters of credit  
Availability for 3Q22 is borrowing base limit of \$160 million less \$11 million of borrowings outstanding and \$22 million letters of credit; Availability for 4Q22 is borrowing base limit of \$178 million less \$22 million letters of credit

# Reconciliation of Adjusted EBITDA

(\$ in millions)	2019	2020	2021	2022
<b>EBITDA Reconciliation</b>				
Net Income attributable to common stockholders	\$ (567)	\$ (97)	\$ (83)	\$ 4
Interest expense	32	30	32	31
Depreciation and amortization	63	51	42	37
Income tax expense (benefit)	(2)	(13)	1	7
Transaction and restructuring expenses & other	12	39	10	9
Gain on disposition of ABZ & QVA	-	(88)	-	-
Loss (gain) on extinguishment of debt	-	(73)	5	-
Inventory and other working capital adjustments	5	94	5	(3)
Goodwill and intangible asset impairment	532	20	-	-
Deferred loan costs written off	-	2	-	-
Gain realized on previously held equity investment	(2)	-	-	-
Loss (gain) on FX, net	5	6	-	(23)
Contingent consideration benefit	(5)	-	-	-
Stock-based compensation expense	16	10	8	4
Gain on sale-leaseback transactions	-	-	-	(7)
<b>Adjusted EBITDA</b>	<b>\$ 89</b>	<b>\$ (19)</b>	<b>\$ 20</b>	<b>\$ 59</b>
December 2020 Valves divestiture	(17)	(12)	-	-
<b>Proforma Adjusted EBITDA</b>	<b>\$ 72</b>	<b>\$ (31)</b>	<b>\$ 20</b>	<b>\$ 59</b>

Note: The Company believes EBITDA is useful to investors because it is an appropriate measure of evaluating operating performance and liquidity that reflects the resources available for strategic opportunities including, among others, investing in the business, strengthening the balance sheet, repurchasing the Company's securities, and making strategic acquisitions. In addition, EBITDA is a widely used benchmark in the investment community.



# Reconciliation of Free Cash Flow

(\$ in millions)	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	1Q22	2Q22	3Q22	4Q22
Net cash provided by (used in) operations	\$ 145	\$ 211	\$ 270	\$ 155	\$ 65	\$ (40)	\$ 2	\$ 105	\$ 4	\$ (16)	\$ (25)	\$ (26)	\$ 18	\$ 15
Capital expenditures	(50)	(60)	(54)	(32)	(17)	(27)	(24)	(15)	(2)	(2)	(1)	\$ (3)	\$ (1)	\$ (2)
Proceeds from sale of property and equipment	5	1	3	2	10	2	9	-	5	7	0	\$ 3	\$ 0	\$ 0
Proceeds from sale-leaseback transactions	-	-	-	-	-	-	-	-	-	-	-	\$ -	\$ -	\$ 32
<b>Free cash flow, before acquisitions</b>	<b>\$ 101</b>	<b>\$ 152</b>	<b>\$ 219</b>	<b>\$ 125</b>	<b>\$ 58</b>	<b>\$ (65)</b>	<b>\$ (12)</b>	<b>\$ 90</b>	<b>\$ 7</b>	<b>\$ (11)</b>	<b>\$ (26)</b>	<b>\$ (26)</b>	<b>\$ 17</b>	<b>\$ 45</b>

Note: 2020 Free cash flow proforma for December 2020 Valves divestiture is (\$5) million

Note: The Company believes free cash flow, before acquisitions, is an important measure because it encompasses both profitability and capital management in evaluating results.

# Reconciliation of Leverage Ratio

<i>(\$ in millions)</i>	December 31, 2022	Pro-forma post conversion
2025 Notes*	\$ 257	\$ 134
Senior Secured Revolving Credit Facility	-	-
Total Debt	257	134
Less: Cash & Cash Equivalents	51	51
Total Net Debt	206	83
Adjusted EBITDA	\$ 59	\$ 59
Leverage Ratio	3.5	1.4

\* Represents our outstanding 9.00% convertible senior secured notes due August 2025. Subsequently in January 2023, \$122.8 million of principal amount was converted into approximately 4.5 million shares of our common stock