

INVESTOR RELATIONS

2019



Forward Looking Statements

The statements made during this presentation, including the answers to your questions, 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. 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.

Forum at a Glance

NYSE: "FET" – Equipment manufacturing company servicing drilling and downhole, completions and production



\$1.1B 2018 Revenue

Up 30% from 2017 ¹

\$96M 2018 Adj. EBITDA *

Up 231% from 2017 ²

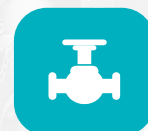
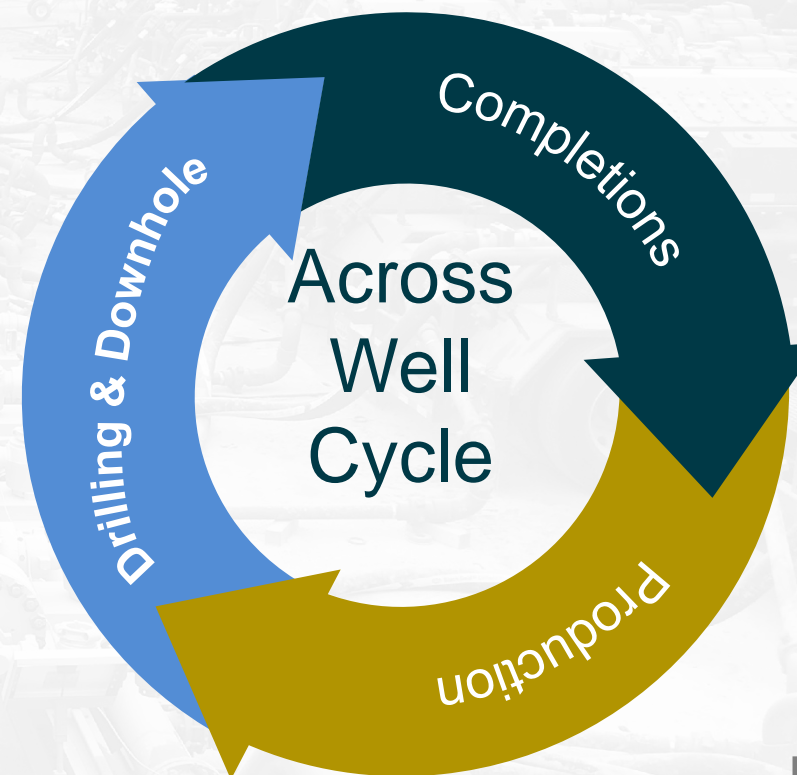


~2,500 employees



76% USA

Global presence



³ * EBITDA is a non-GAAP financial measure. See reconciliation of EBITDA to Net Income at the end of this presentation

Note: 1) Pro forma for acquisitions (Multilift, Global Tubing, Ashtead/Forum JV, ESPCT, and GHT) – 21% 2017 to 2018

2) Pro forma for acquisitions (Multilift, Global Tubing, Ashtead/Forum JV, ESPCT, and GHT) – 173% 2017 to 2018

Investment Thesis

An aerial photograph of an oil drilling rig and its associated infrastructure, including storage tanks and buildings, situated in a hilly, forested landscape. The rig is a tall, lattice-structured derrick. The surrounding area is covered in dense vegetation, and there are some cleared paths or roads. The sky is overcast.

Equipment manufacturing company with scalable operations and low capex requirements

Balanced portfolio of consumables and critical equipment, serving global markets across the well cycle

Well positioned for international and offshore recovery

Free cash flow generation ability and focus

Balanced Portfolio

F u l l w e l l c y c l e e x p o s u r e

Drilling & Downhole
(32% of '18 Revenue)

Completions
(34% of '18 Revenue)

Production
(34% of '18 Revenue)

Rig count

Well complexity

Int'l & offshore recovery

Completions intensity

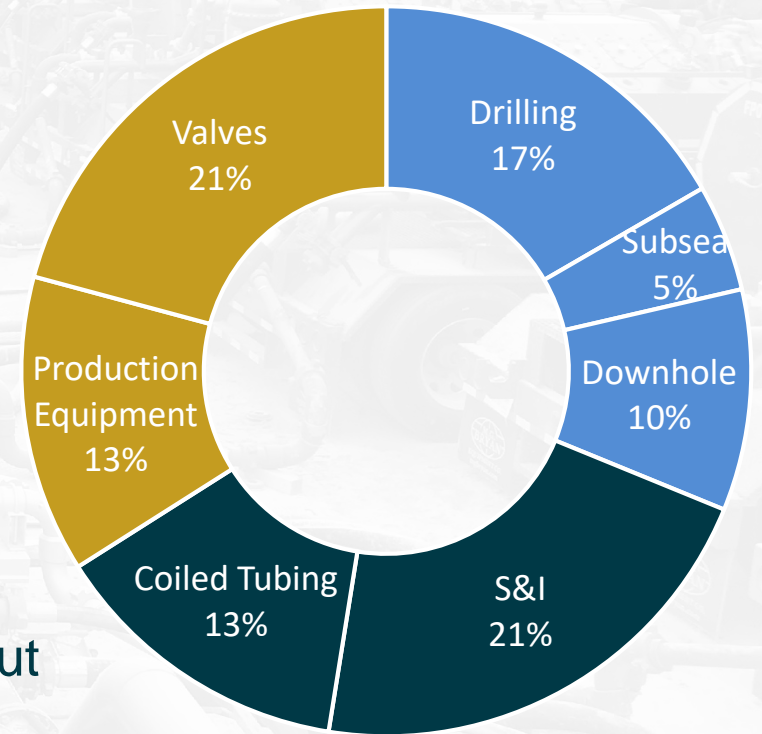
Lateral length

Stage count

Midstream/downstream buildout

Well count growth

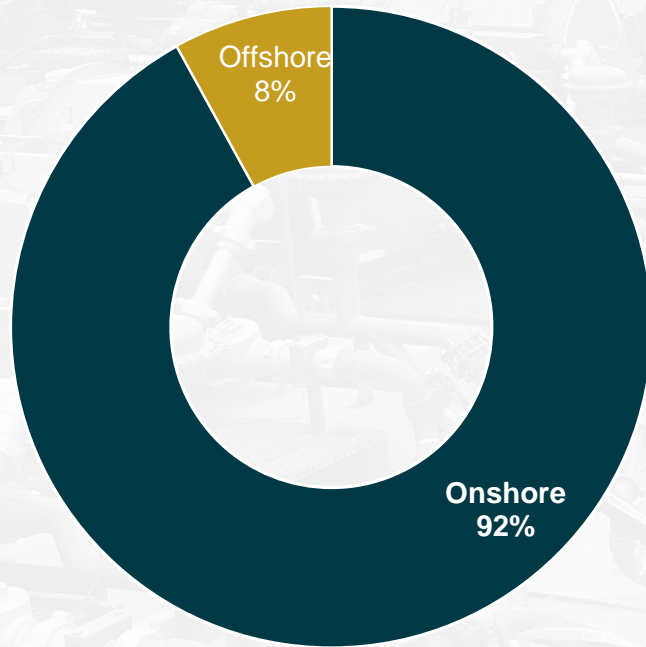
2018 Revenue - \$1.1 Billion



Sources of Revenue

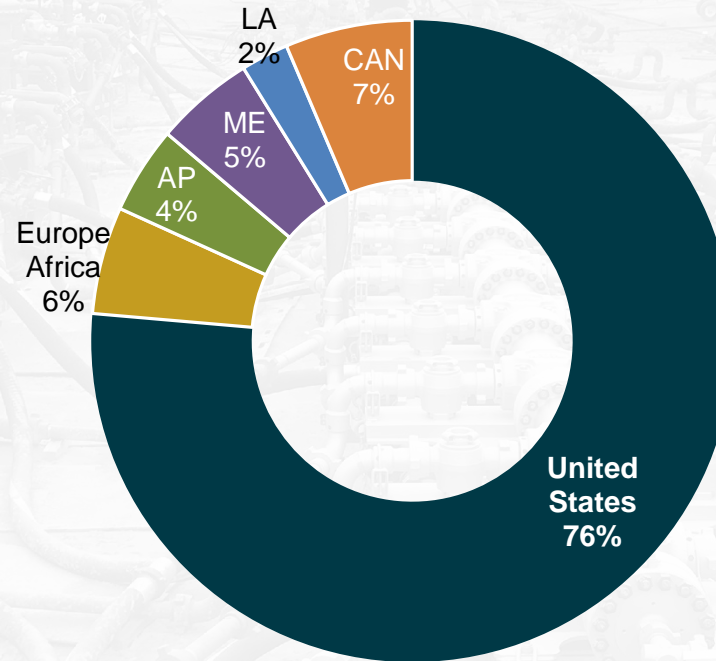
As a percent of 2018 revenue

Onshore / Offshore

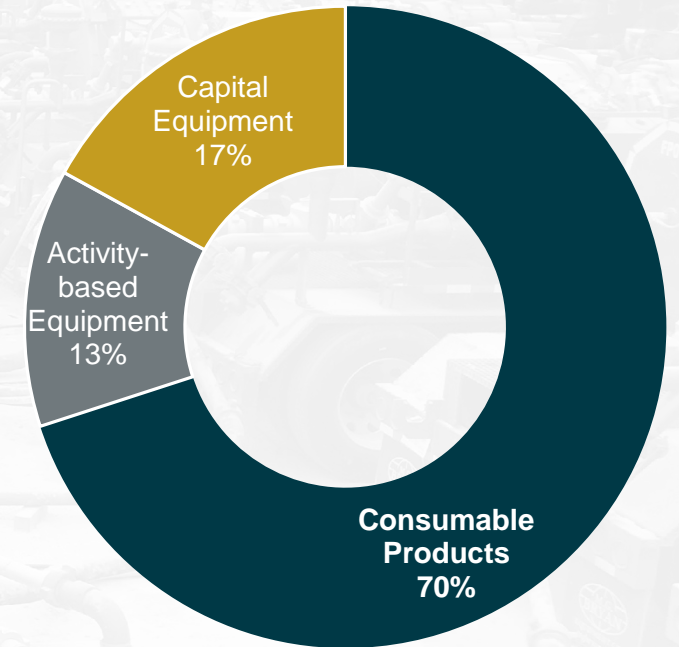


- Strong position in NAM onshore
- Well positioned for international and offshore recovery

Geography



Purchase Cycle



- Heavily weighted toward activity based and consumables

2019 Objectives

Generating free cash flow on a consistent and continuous basis



4Q18 \$23m & 1Q19 \$14m

Growing EBITDA dollars



4Q18 \$21m & 1Q19 \$22m

Emphasizing our strong products and brands



Artificial lift, Global Tubing, and intervention products

Managing the business for success in the current market environment



~\$20m annualized cost reduction¹

Free Cash Flow

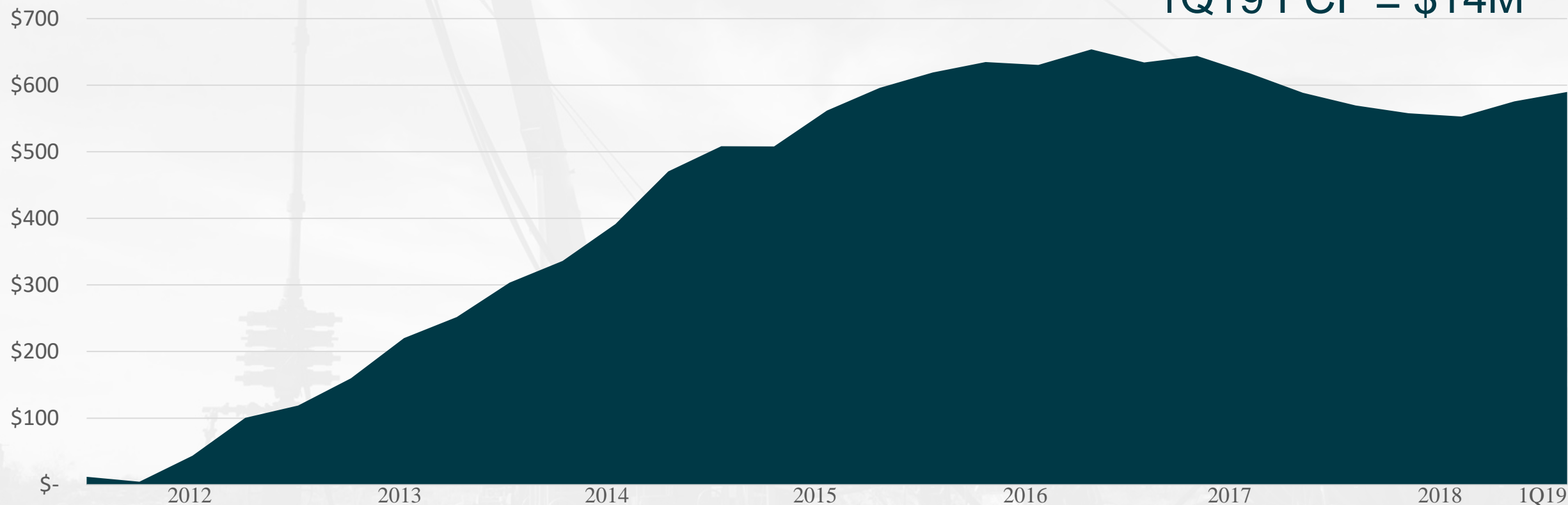
H i s t o r y o f g e n e r a t i n g s t r o n g F C F

> \$100M / year avg. FCF 2012 to 2017

4Q18 FCF = \$23M

1Q19 FCF = \$14M

(Cumulative, in millions)

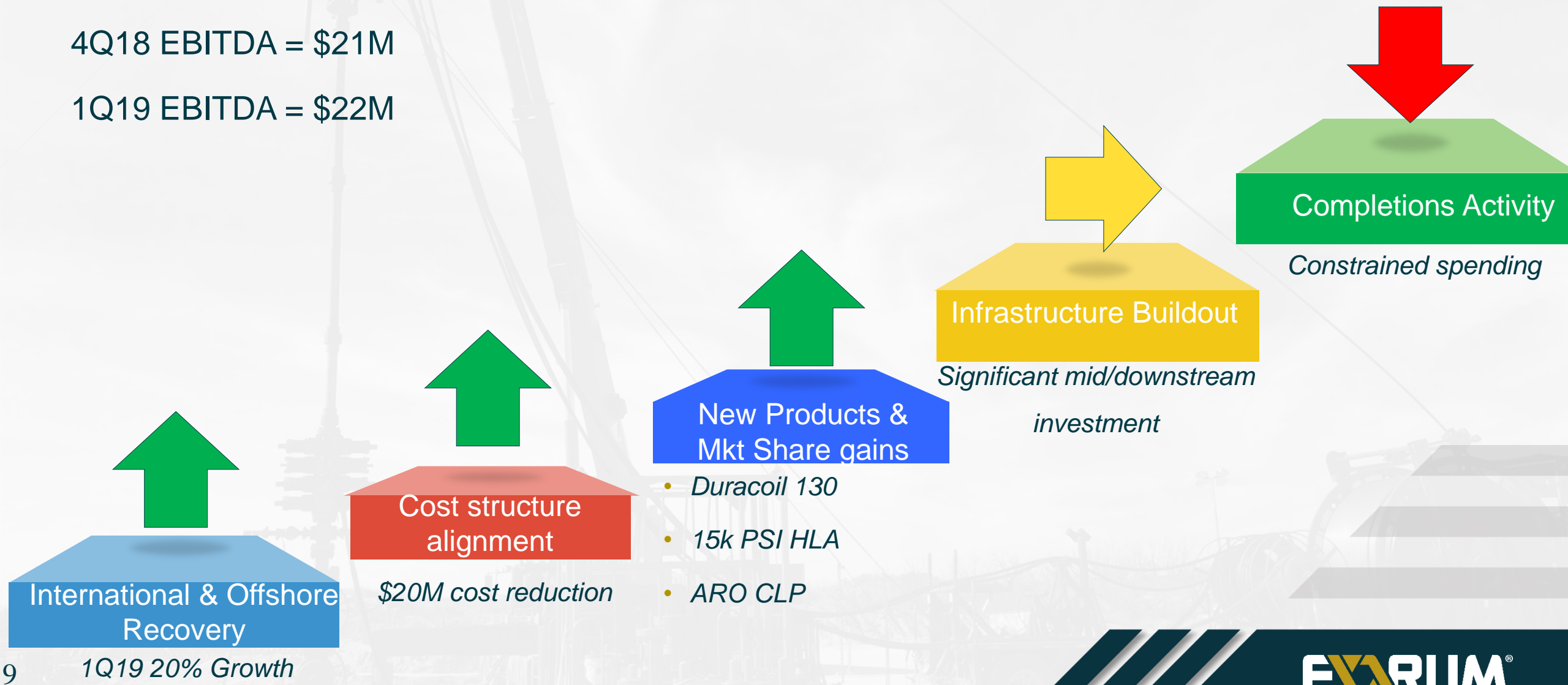


Note: Free cash flow is a non-GAAP measures. See reconciliation of cash flow from operations to free cash flow at the end of this presentation.

EBITDA Drivers

4Q18 EBITDA = \$21M

1Q19 EBITDA = \$22M



Emphasizing Strong Products/Brands

Intervention Products



- 15K Hydraulic Latch
- Envirolite wireline cable

Artificial Lift Solutions



- SandGUARD
- Cyclone
- ESP Cable Protectors

Coiled Tubing Products



- Duracoil 130
- Coiled Line Pipe
- ARO coating

Cash SG&A

Status

Complete

- Combine corporate and operations facilities

Complete

- Discontinue matrix organization

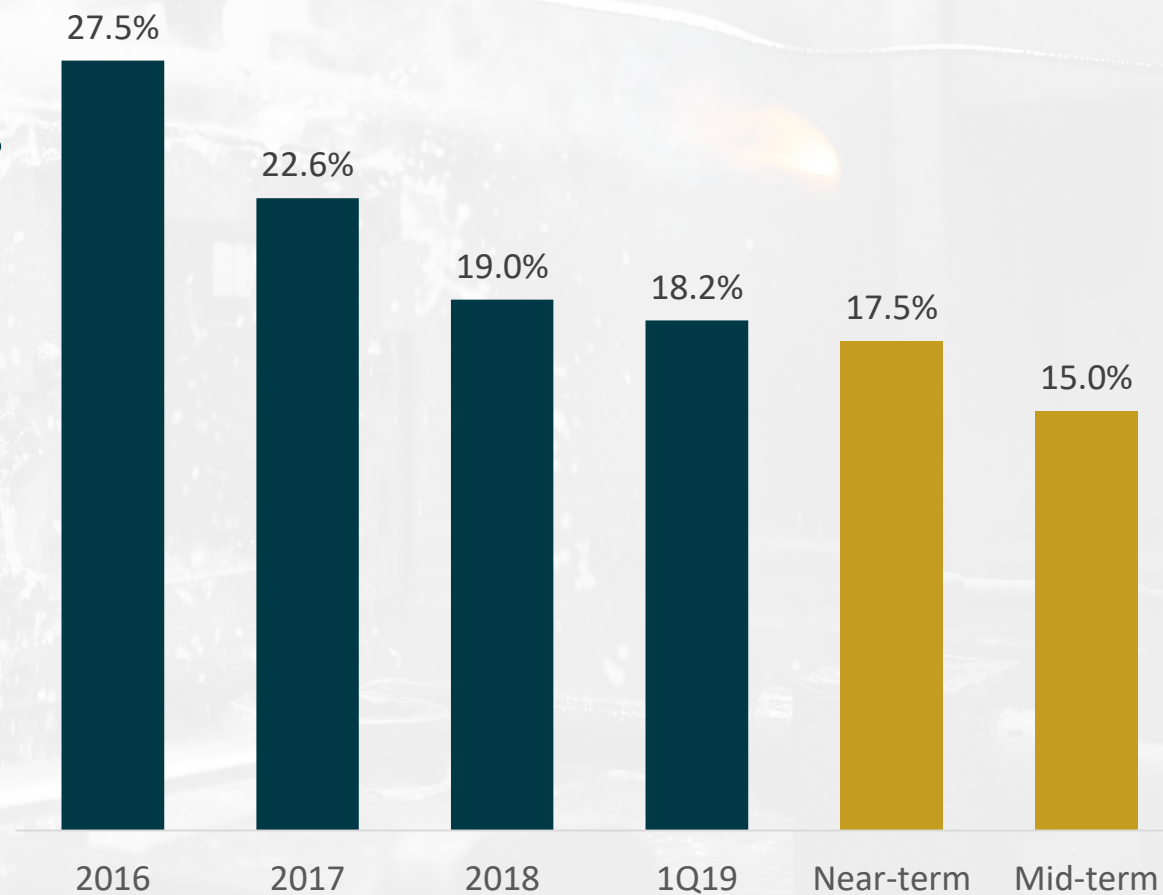
Ongoing

- Simplify distribution system

Ongoing

- Align cost structure with market

Cash SG&A as a % of Revenue



Notes:

Cash SG&A = Total SG&A less D&A, stock compensation, bad debt expense

Capitalization and Liquidity

(\$ in millions)	3/31/2019
Cash & cash equivalents	\$30
6.25% Sr. unsecured notes due Oct 2021	\$400
Sr. secured ABL facility (\$300mm)	\$89
Total debt	\$489
Less: cash & cash equivalents	\$30
Total net debt	\$459
Total equity	\$1,031
Net capitalization	\$1,490
Net debt/capitalization ratio	31%
<u>Liquidity:</u>	
Cash	\$30
Availability ¹	\$194
Total liquidity	\$224

Well capitalized

Strong liquidity

No maintenance covenants

Focus on FCF generation to reduce debt
and increase liquidity

¹ Note 1: Availability under the ABL facility is reduced by \$17 million due to outstanding letters of credit

Summary

- Strong products and brands - growing market share in NAM
- Well positioned for international and offshore recovery
- Near-term focus on cost efficiency and free cash flow generation
- Free cash flow at a reasonable price

Production Equipment

- Desalting equipment
- Separators & pressure vessels
- Skidded process units
- LACT units

Coiled Tubing

- Coiled tubing strings
- Coiled line pipe

Drilling

- Catwalks & Iron Roughnecks
- Tubular handling tools
- Mud pump fluid ends
- Drilling consumables

Valve Solutions

- Gate, globe & check valves
- Ball & butterfly valves
- Severe service valves

Stimulation & Intervention

- Power & fluid ends
- Manifold trailers & iron
- Quality wire line
- Pressure control equipment

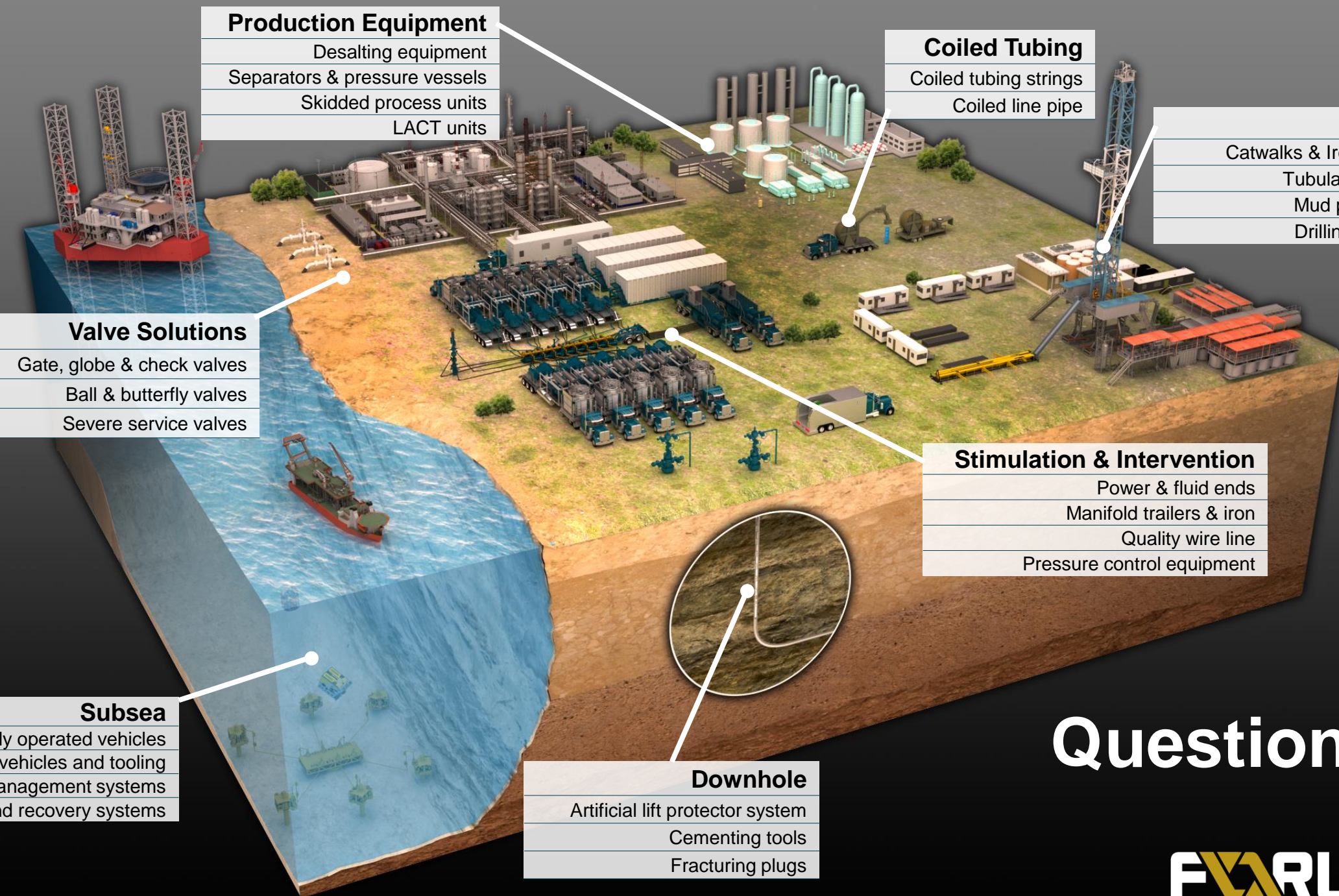
Subsea

- Remotely operated vehicles
- Specialty vehicles and tooling
- Tether management systems
- Launch and recovery systems

Downhole

- Artificial lift protector system
- Cementing tools
- Fracturing plugs

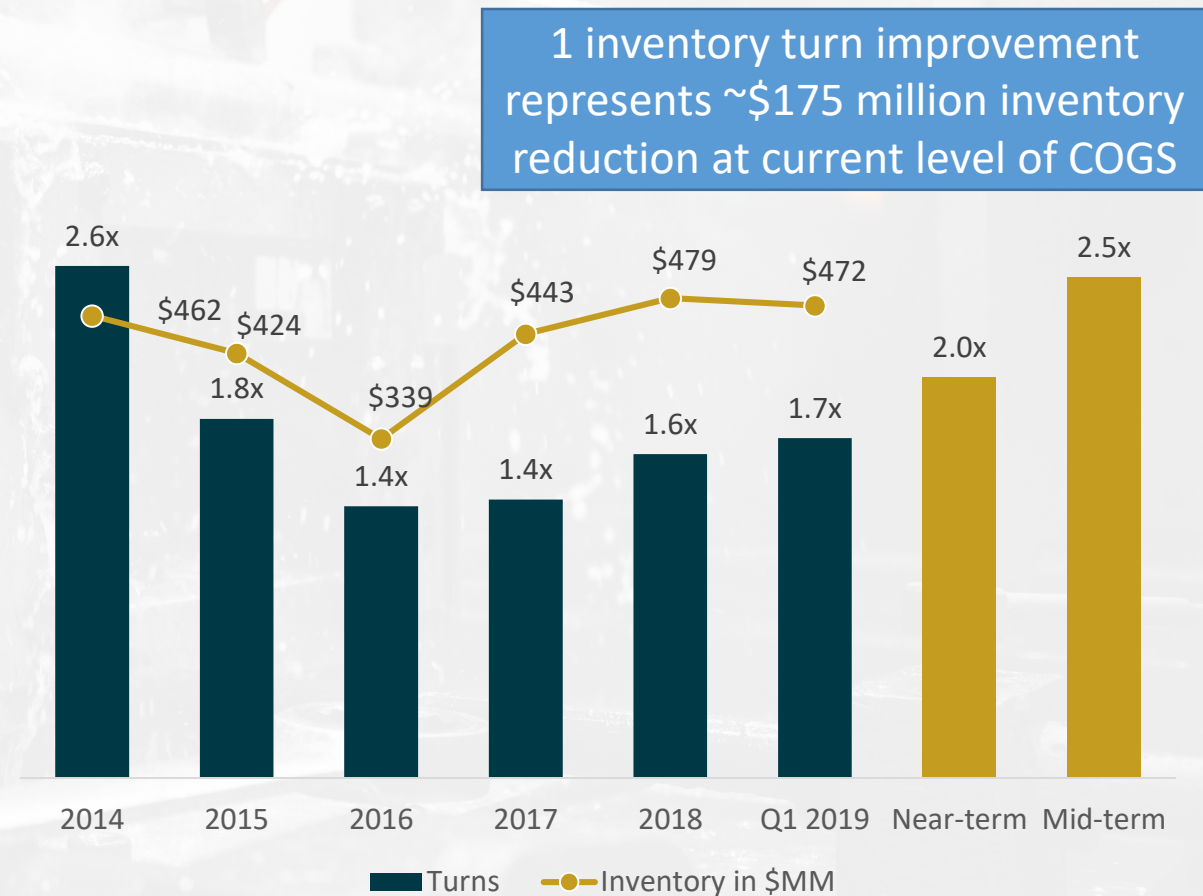
Questions?



Inventory

- Management incentive bonuses aligned to inventory reduction
- Improved forecasting & purchase planning
- Liquidation of slow moving / older inventory
- Leveraging lean manufacturing to decrease work in progress
- Partnering with suppliers for consignment

Inventory Amounts and Turns



Drilling and Downhole

PRODUCT LINES

Drilling

Downhole

Subsea

Key Drivers

- Rig count
- Well complexity
- Int'l & offshore recovery

Geography

- ~75/25 onshore/offshore
- ~60/40 NAM & Int'l

Customers

- Drilling & Subsea contractors
- OFS companies
- E&P operators

Key Products

- Catwalks & Iron Roughnecks
- ESP protector systems
- Observation and workclass ROVs
- Mud pumps
- Casing and cementing tools
- Trenchers and submarines
- Tubular handling tools
- Frac plugs
- Launch and recovery systems
- Drilling consumables
- ROV tooling
- Digital solutions

Drilling



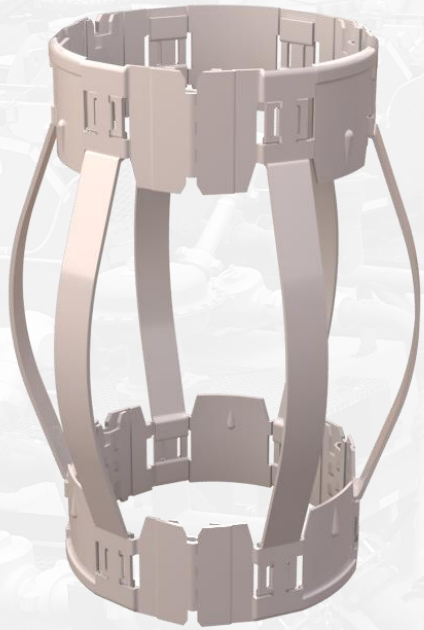
Wrangler 4500-10 Catwalk



Iron Roughneck

Downhole

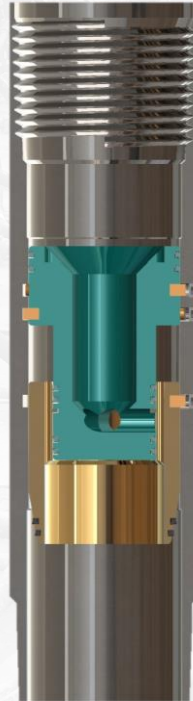
Davis-Lynch Casing and Cementing Equipment



Non-Weld
Bow-Spring
Centralizer

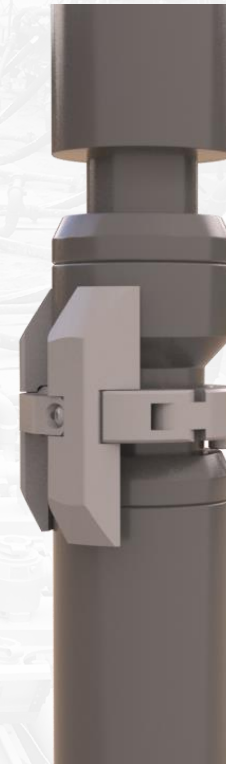


Eccentric-Nose
Float Shoe



Selective
Flotation
Collar

Artificial Lift Equipment

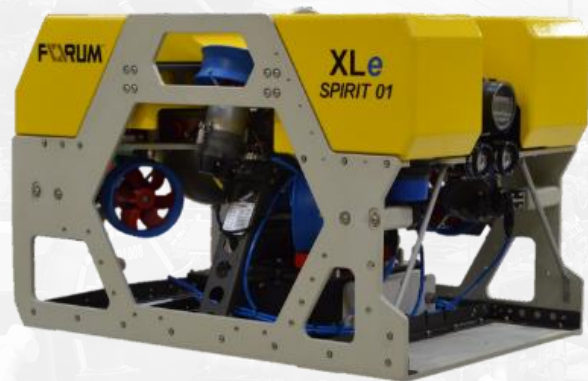


MLE Protectors



ESP Sand Protector

Subsea



XLe Spirit



XLX-C



Completions

PRODUCT LINES

**Stimulation &
Intervention**

Coiled Tubing

Key Drivers

- Completions intensity
- Lateral length
- Stage count

Geography

- Strong NAM position
- Upside from int'l recovery

Customers

- OFS Companies

Key Products

- Hydraulic fracturing pumps
- ICBM manifold trailer
- High pressure flow iron
- Jumbotron Radiator
- CT & WL BOPs
- Hydraulic latch assembly
- Coiled tubing
- Coiled line pipe

Stimulation & Intervention



ICBM Manifold Trailer,
Jumbotron Radiator, Power End, Fluid End

Coiled Tubing



Coiled Tubing



Coiled Line Pipe

Production

PRODUCT LINES

Valves

Production Equipment

Key Drivers

- Infrastructure buildout
- International expansion
- Well count growth

Geography

- Primarily onshore NAM
- Valves international expansion

Customers

- E&P operators
- Midstream operators
- Downstream operators

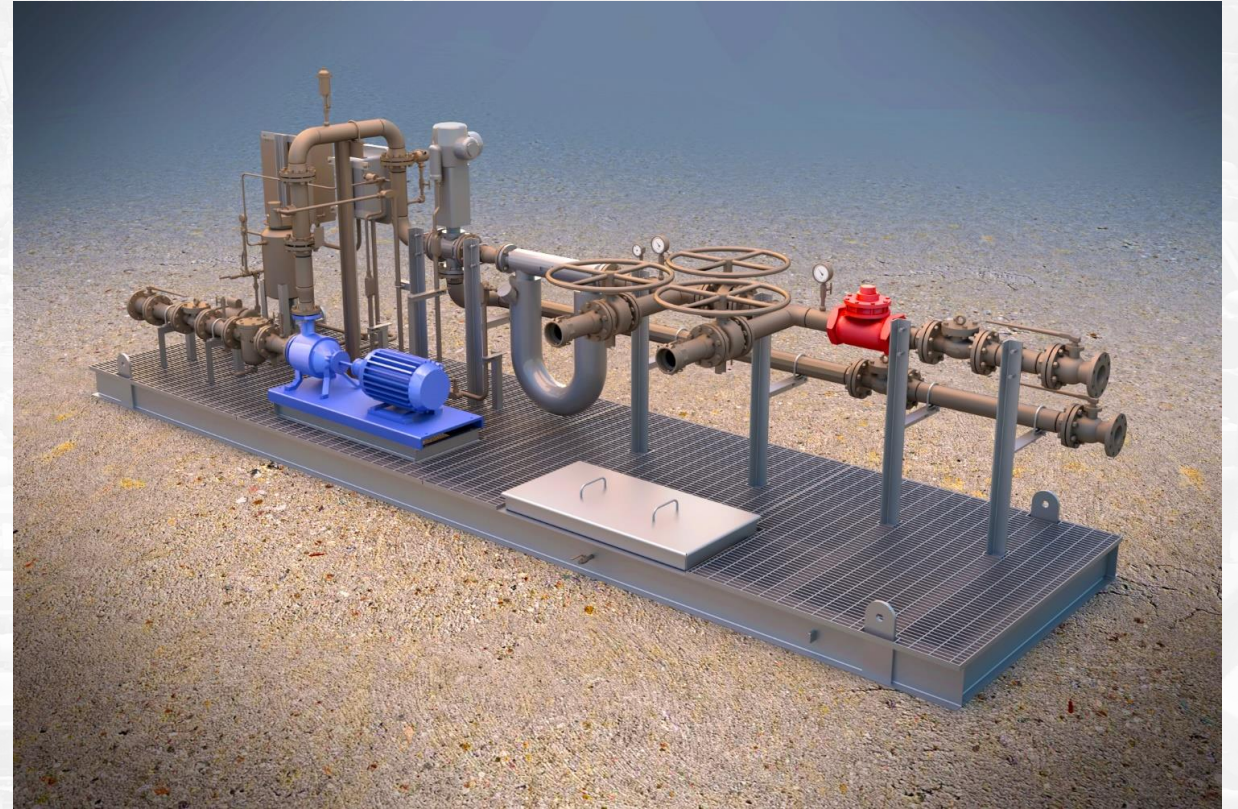
Key Products

- Gate, globe & check
- Ball & butterfly valves
- Specialty pipeline equipment
- Edge desalting equipment
- Surface production equipment
 - Separators
 - Pressure vessels
 - Skidded process units
- Downstream processing
 - Oil treatment

Production Equipment



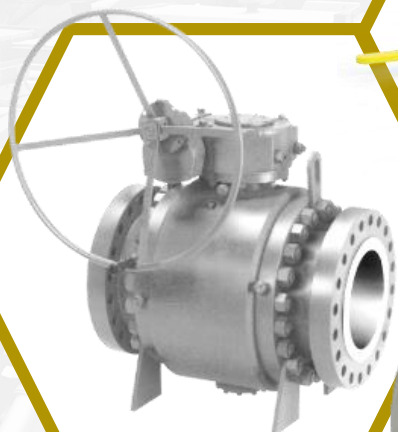
GPU – Gas Production Unit



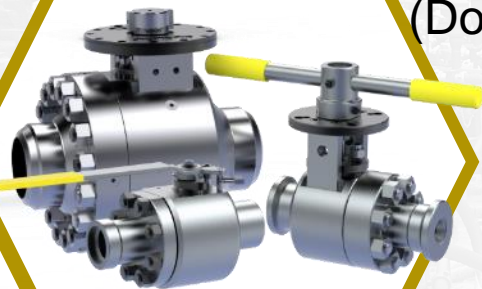
LACT – Lease Automated Custody Transfer

Valve Solutions

Ball Valves



PBV
(Midstream)



Accuseal
(Downstream)



Quadrant
(Upstream)

Gate, Globe and Check Valves



Cooper
(Severe service)



DSI
(Downstream)

Butterfly Valves



ABZ
(General industries)

Focused Acquisition Strategy

							
Global oilfield, manufactured products	✓	✓	✓	✓	✓	✓	✓
Leveraged to attractive secular growth trends	✓	✓	✓	✓	✓	✓	✓
Strong brand and market position	✓	✓	✓	✓	✓	✓	✓
Activity-based, consumable products	✓	✓	✓	✓	✓	✓	✓
High growth	✓	✓	✓	✓	✓	✓	✓
International expansion	✓	✓	✓	✓	✓	✓	✓

Reconciliation of Non-GAAP Measures

(\$ millions)	2017	2018	4Q 2018	1Q 2019
EBITDA Reconciliation				
Net Income attributable to common stockholders	\$ (59)	\$ (374)	\$ (384)	\$ (8)
Interest expense	27	32	9	8
Depreciation and amortization	65	75	19	16
Income tax expense (benefit)	4	(16)	(3)	2
Transaction and restructuring expenses & other	16	23	8	7
Inventory and other working capital reserve	13	32	26	-
Goodwill and intangible asset impairment	69	364	349	-
Deferred loan costs written off	-	-	-	-
Gain realized on previously held equity investment	(120)	(34)	-	-
Loss / (gain) on FX, net	8	(6)	(2)	2
Acquisition related equity based compensation recorded by equity investment	6	-	-	-
Contingent consideration benefit	-	-	-	(5)
Adj. EBITDA	\$ 29	\$ 96	\$ 21	\$ 22

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

(\$ millions)	1Q19	4Q18	2018	2017	2016	2015	2014	2013	2012
<u>Free cash flow, before acquisitions</u>									
Net cash provided by operations	\$ 18	\$ 27	\$ 2	\$(40)	\$ 65	\$ 155	\$270	\$211	\$145
Capital expenditures, net	\$ (4)	\$ (4)	\$(14)	\$(25)	\$ (7)	\$ (30)	\$ (51)	\$ (59)	\$ (44)
Free cash flow, before acquisitions	<u>\$ 14</u>	<u>\$ 23</u>	<u>\$(12)</u>	<u>\$(65)</u>	<u>\$ 58</u>	<u>\$ 125</u>	<u>\$219</u>	<u>\$152</u>	<u>\$101</u>

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