

# 2025 EARNINGS: FULL YEAR and 4Q RESULTS

FEBRUARY 26, 2026



# 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 to be filed Annual Report on Form 10-K for the year ended December 31, 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 its accuracy or completeness. We have not independently verified third-party information, nor has any independent source verified data derived from our internal research.

# KEY UPDATES



2025

# RECORD RESULTS: FULL YEAR HIGHLIGHTS

## Revenue Growth

2025 vs 2024

**+19.3%**

- *Record* revenue of **\$830.5M**, well above initial guidance
- Strong total revenue growth driven by organic revenue growth of 12.7%, environmental response revenue growth, and contributions from 2024 acquisitions
- Client retention: recurring revenue<sup>2</sup> of 96% for the 4<sup>th</sup> consecutive year

## Consolidated Adjusted EBITDA<sup>1</sup> Growth

2025 vs 2024

**+21.3%**

- *Record* Consolidated Adj. EBITDA<sup>1</sup> of **\$116.2M**, well above initial guidance
- Driven by accelerated organic revenue growth and improved operating leverage

## Consecutive Margin Improvement

2025 vs 2024

**3<sup>rd</sup> Year**

- Consolidated Adj. EBITDA<sup>1</sup> as % of revenue increased for the 3<sup>rd</sup> consecutive year
  - **14.0%** in 2025, **180 bps** improvement since 2022
- Consolidated Adj. EBITDA<sup>1</sup> as % of Net Service Revenue<sup>3</sup> of 19.0% in 2025, 90 basis-point increase

2025

## EXCEEDED ALL KEY OBJECTIVES

+12.7%

### Focus on Organic Growth

- 2025 Objective: 7% to 9%
  - **Execution:** 12.7% 2025 vs 2024, consistent with average organic growth since IPO of 13%<sup>2</sup>
  - All 3 segments delivered solid organic revenue growth
  - Cross-selling<sup>3</sup> increased to 62% from 53%

92.5%

### Improve Cash Flow

- 2025 Objective: Convert >50% operating cash flow as a % of Consolidated Adj. EBITDA<sup>1</sup>
  - **Execution:** Record 92.5%
- 2025 Objective: Improve free cash flow<sup>1</sup>
  - **Execution:** Record free cash flow of \$87.2M, or 75.1% of Consolidated Adj. EBITDA<sup>1</sup>

2.5x

### Simplify Balance Sheet

- 2025 Objective: Redeem remaining Series A-2 Preferred stock by YE25
  - **Execution:** Full redemption of remaining \$122.2M Series A-2 six months early
- 2025 Objective: Report 12/31/25 leverage at or below 3.0x
  - **Execution:** Exited 2025 at **2.5x** leverage

2025

# STRONG OUTPERFORMANCE SET TO PERSIST

Montrose delivered **~20% revenue CAGR** from 2020 through 2025, outpacing the Russell 2000 constituent average of 13%<sup>1</sup>, driven by **~13% average annual organic growth**<sup>2</sup> and resilient demand tailwinds across our diversified end markets.

## Key Tailwinds Underpin Confidence

### US State & Local Regulations



Driving demand today and expected to continue, examples include:

- Methane services concentrated in states with independent regulations (California, Colorado, Texas, Pennsylvania)
- State actions around PFAS Maximum Contaminant Levels, AFFF remediation, industrial discharge standards, and landfill leachate

### Industrial Activity in US, Canada & Australia



Strong ongoing demand for permitting, testing and treatment:

- increased infrastructure build out
- US energy development

### Water & Water Treatment



Technology and IP extend **beyond** PFAS with broad application:

- landfill leachate and soil remediation demand continues
- produced water from energy production, ultrapure water to cool servers, & industrial processes demand expected

<sup>1</sup>) Based on 2020-2025 full-year revenue for Montrose and 2025e FactSet estimates or actuals.

<sup>2</sup>) Based upon the as-reported organic growth information in the 10-K reports or earnings releases issued for 2021, 2022, 2023, and 2024, and the to-be-issued 10-K report for 2025. See the Appendix to this presentation for a discussion of this measure.

2026

## OUTLOOK BUILDS UPON RECORD 2025

### \$840M TO \$900M

#### 2026 REVENUE RANGE

- Strong broad-based demand outlook, particularly for private-sector clients
  - 2H26 revenue expected higher than 1H26
- Expect environmental emergency response revenue of \$50M to \$70M
- Organic revenue growth of 8% at the midpoint, consistent with long-term target of 7% to 9%
- Guidance assumes no acquisitions

### \$125M TO \$130M

#### 2026 CONSOLIDATED ADJ. EBITDA<sup>1</sup> RANGE

- Expect to achieve Consolidated Adj. EBITDA<sup>1</sup> as a percentage of revenue of approximately **15%**
- Primary drivers include operating leverage from strong organic growth and operating efficiency
- 2H26 expected to contribute ~60% of FY26 Consolidated Adj. EBITDA<sup>1</sup>
- Guidance assumes no acquisitions

### 60%+

#### 2026 CASH FLOW OUTLOOK

- Targeting OCF as a % of Consolidated Adj. EBITDA<sup>1</sup> >60%
- Expect 2026 inline with historic trends and to exceed long-term target
- Free cash flow<sup>1</sup> expected to remain robust, supporting strategic capital allocation
- Cash flow conversion target assumes no acquisitions

# STRONG DEMAND DRIVER FOR OUR SERVICES: PRIVATE-INDUSTRY CLIENTS REMAIN COMMITTED

## Pulse Check - Understanding Our Clients:

- From 4Q25 through 1Q26, in collaboration with the Financial Times' research team<sup>1</sup>, Montrose surveyed 500 senior decision makers and interviewed environmental and sustainability strategy representatives across:

**Key sectors:** oil & gas, power generation, mining, industrial & chemical manufacturing, and solid waste & waste management, with **Geographic diversity:** North America, Europe, and Oceania, and **Size and scale:** \$250M to over \$5B in annual revenue

## Key Takeaways:

1. More than 7 in 10 organizations track EHS KPIs such as greenhouse gas, energy use, and stakeholder engagement with most executive leadership regularly reviewing EHS KPIs
2. Disclosure pressure is intensifying across supply chains, domestic regulatory requirements and investor preferences, with investors expecting sound environmental risk management and demonstrated progress toward stated goals such as decarbonization plans, climate risk assessments, and sustainability-focused governance credentials

1) [FT Longitude](https://longitude.ft.com), <https://longitude.ft.com>

# KEY LONG-TERM PRIORITIES

## 1 Organic Growth & Margin Expansion

Integrated platform driving resilient demand given recurring revenue, cross-selling, brand enhancement, regulatory tailwinds, and industrial activity

2026  
Outlook

Organic growth consistent with long-term annual expectations of 7% to 9%

Leverage organic growth, and operational optimization, to expand revenue as a % of Consolidated Adj. EBITDA<sup>1</sup> (14.0% in 2025, third consecutive year of improvement)

2026  
Outlook

Revenue as a % of Consolidated Adj. EBITDA<sup>1</sup> of ~15.0%<sup>1</sup>

## 2 Strong Cash Flow Generation

Prioritize working capital optimization and margin improvement to drive robust cash flows

Consistently achieve >50% OCF as a % of Consolidated Adj. EBITDA<sup>1</sup> target (record 92.5% in 2025)

2026  
Outlook

Expect sustained strong conversion above 60%, supported by margin expansion and working capital discipline

Positioning for enhanced cash flow generation

## 3 Strategic Capital Allocation

Strategically allocate capital to high-return organic investments (R&D, patents, technology), accretive acquisitions, share repurchases, and continued balance sheet strength

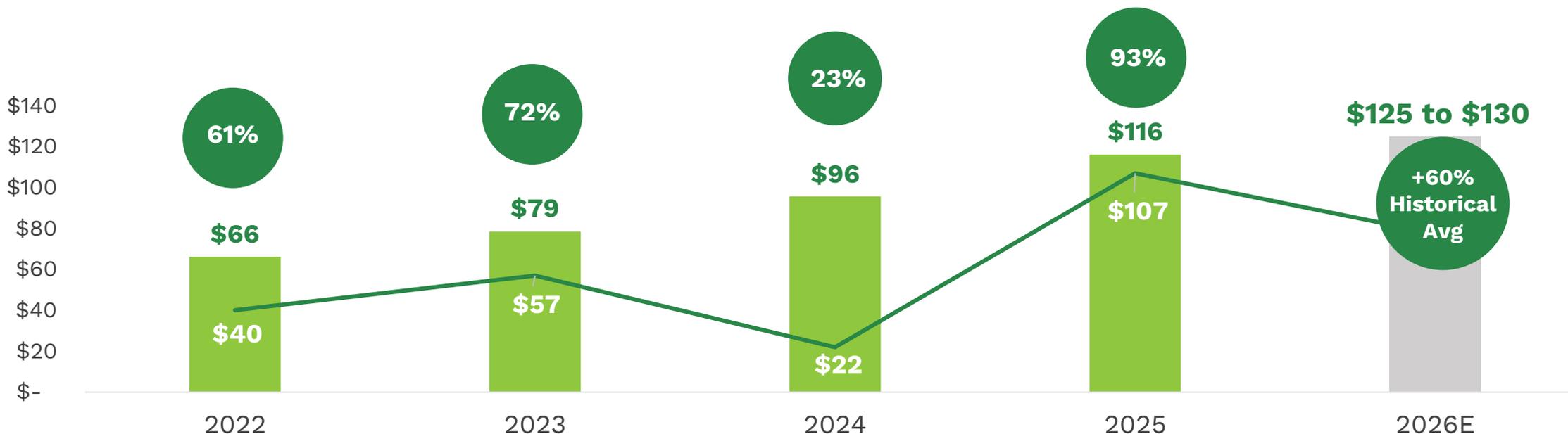
2026  
Outlook

Strong balance sheet and cash generation expectations provide flexibility to return to accretive acquisitions and consideration of share repurchases

Maintain flexibility to drive shareholder returns and preserve strategic optionality

# \$300M OF CASH FLOW GENERATION EXPECTED 2022 - 2026<sup>2</sup>

■ Consolidated Adj. EBITDA<sup>1</sup>     — Operating Cash Flow<sup>1</sup> (OCF)  
● OCF as a % of Consolidated Adj. EBITDA<sup>1</sup>



**Strong 2025 Performance:** Achieved **\$107M** OCF, a *record 92.5%* of Consolidated Adj. EBITDA<sup>1</sup>; driven by higher earnings, working capital improvements and enhanced operating leverage.

**Positive 2026 Outlook:** Expect to sustain strong OCF, above long-term target of the >50% of Consolidated Adj. EBITDA<sup>1</sup>, supported by ongoing margin expansion and working capital discipline; positioning Montrose to enhance cash flow and drive shareholder value

1) Consolidated Adjusted EBITDA and Adj. Operating Cash Flow are non-GAAP measures. See the Appendix to this presentation for a discussion of these measures.

2) \$300M is the sum of 2022, 2023, 2024, 2025, and 60% of the midpoint of 2026 Consolidated Adjusted EBITDA guidance

# STRATEGIC CAPITAL FRAMEWORK

## Organic Investments

- Prioritize high-return investments in proprietary technology, patents, and R&D to expand applications and strengthen competitive advantages
- Growth capital expenditures including geographic and capacity expansion to support growth

## Portfolio Optimization

- Evaluate accretive M&A opportunities focused on strategic tuck-ins that enhance cross-selling capabilities and expand market presence
- **Plan to restart smaller, bolt-on and highly accretive acquisitions over the course of 2026, subject to valuation, capital allocation priorities and leverage**
- Continue optimizing service mix to drive margin enhancement

## Maintain Balance Sheet Strength

- Strong liquidity provides flexibility for strategic initiatives
- Balanced approach to growth investments and shareholder returns
- Maintenance of leverage sensitivity

## Share Repurchase Program

- Existing \$40M authorization
- Demonstrates confidence in business trajectory and commitment to returning capital to shareholders
- Program provides systematic framework for ongoing repurchases

# INVESTMENT HIGHLIGHTS



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



**Global reach** and **diverse** customer base support recurring revenue and cross-selling upside



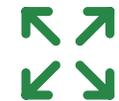
**Large TAM** and secular **tailwinds** backed by regulatory and corporate initiatives



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 & team-centric **culture**

# 4Q25 RESULTS & SEGMENT OVERVIEW



Photo from "Employees in Action" Photo Contest

# 4Q25 CONSOLIDATED FINANCIAL SUMMARY

## Revenue

### 4Q25 vs 4Q24

- **2.2% increase** in total revenue to **\$193.3M**
  - Organic growth of \$9.1 million
    - Included \$12.8M organic growth in Assessment, Permitting & Response segment, partially offset by project timing in the Measurement & Analysis segment
  - Environmental emergency response revenue of \$3.1M vs \$7.5M

## Consolidated Adj. EBITDA<sup>1</sup>

### 4Q25 vs 4Q24

- 4Q25 Consolidated Adjusted EBITDA<sup>1</sup> of **\$23.9M**
- 4Q25 Consolidated Adjusted EBITDA<sup>1</sup> as a percentage of revenue was **12.4%**
- 4Q25 Measurement & Analysis and Remediation & Reuse segment declines more than offset growth in the Assessment, Permitting & Response segment

# ASSESSMENT, PERMITTING & RESPONSE SEGMENT PERFORMANCE

(Compared to Prior Year Period)

## Significant Revenue Growth

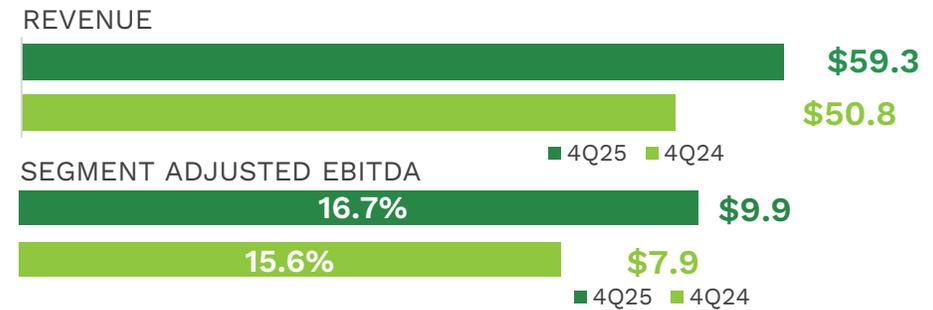
- 4Q25: Organic growth of \$12.8M in non-response consulting and advisory services, partially offset by lower environmental emergency response revenue of \$3.1M compared to \$7.5M
  - Organic growth included cross-sold remediation consulting services that followed large environmental emergency response in 2Q25; a strong illustration of the power of our integrated platform
- FY25: Organic growth of \$57.8M in non-response consulting and advisory services, partially driven by remediation consulting work cross sold from an initial emergency response incident, plus environmental emergency response growth of \$29.0M, and additional contributions from acquisitions of \$5.8M

## Segment Adjusted EBITDA Margins

- 4Q25: Margin improvement across non-response business lines drove improved segment margin, reflecting operating leverage
- FY25: Segment margin flat as stronger margins across non-response business lines were moderated by fluctuations in contributions from environmental emergency response

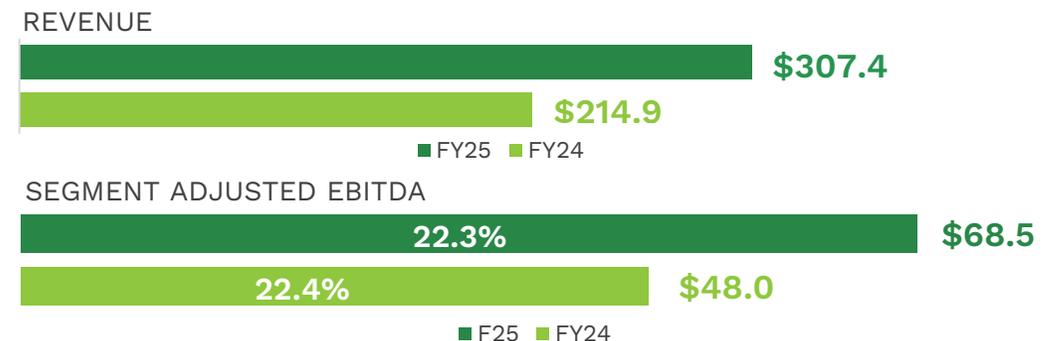
## Q4 Revenue And Segment Adj. EBITDA

(\$ In Millions, % As A Percent Of Segment Revenue)



## Full-year Revenue and Segment Adj. EBITDA

(\$ In Millions, % As A Percent Of Segment Revenue)



Note: 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 to be filed Form 10-K for the period ended December 31, 2025.

# MEASUREMENT & ANALYSIS SEGMENT PERFORMANCE

(Compared to Prior Year Period)

## Strong Revenue Growth

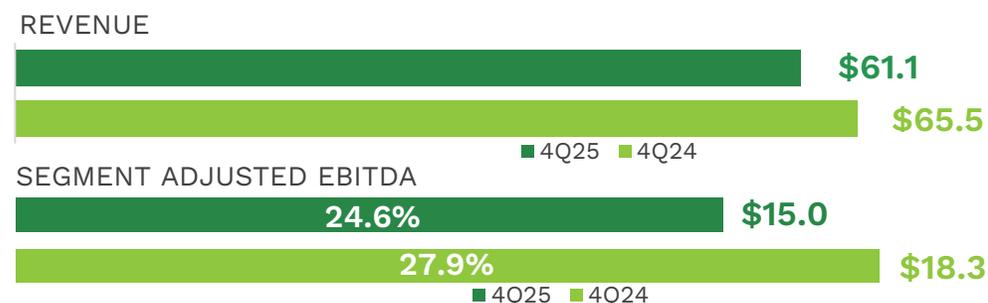
- 4Q25: revenue lower primarily due to project timing
- FY25: Organic growth of \$12.0M, driven by increased demand for air quality and lab services plus incremental contributions from acquisitions of \$11.6M

## Significant Segment Adjusted EBITDA Margin Expansion

- 4Q25: Segment margin declined primarily due to lower revenue
- FY25: Segment margin improvement driven by enhanced operating performance and operating leverage

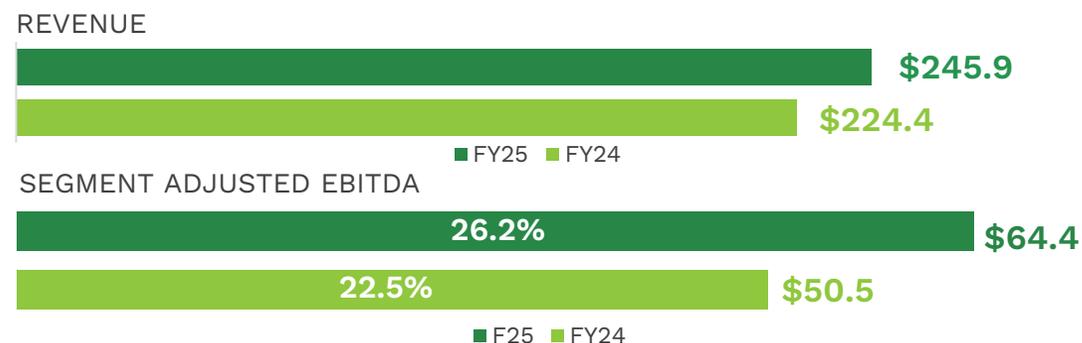
## Q4 Revenue and Segment Adj. EBITDA

(\$ In Millions, % as a Percent of Segment Revenue)



## Full-year Revenue and Segment Adj. EBITDA

(\$ In Millions, % as a Percent of Segment Revenue)



Note: 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 to be filed Form 10-K for the period ended December 31, 2025.

# REMEDIATION & REUSE SEGMENT PERFORMANCE

(Compared to Prior Year Period)

## Solid Revenue Growth

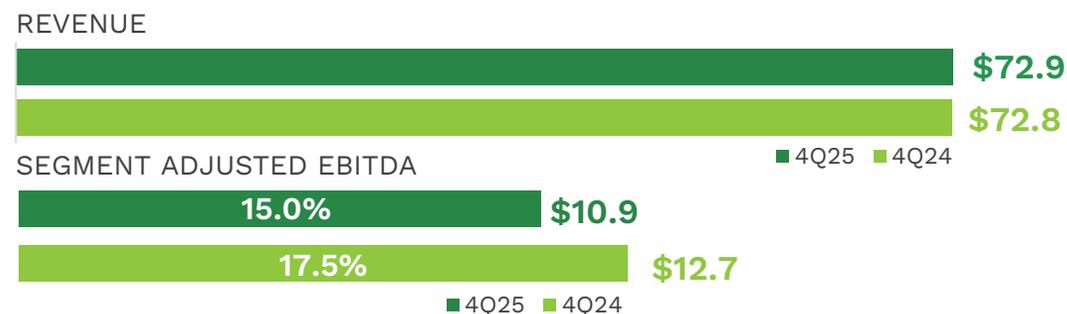
- 4Q25: Organic growth of \$0.2M in 4Q25
- FY25: Organic growth of \$12.0M, primarily driven by water treatment services and advanced treatment technologies, partially offset by \$9.8M lower revenues from renewable services as part of the strategic wind-down and exit of this business; and, additional contributions from acquisitions of \$8.1M

## Segment Adjusted EBITDA Margin

- Expenses related to the wind-down of renewables business impacted margin comparisons in both 4Q25 and FY25
- Segment margins expected to improve as water treatment services benefit from organic growth, operating leverage, and efficiency gains

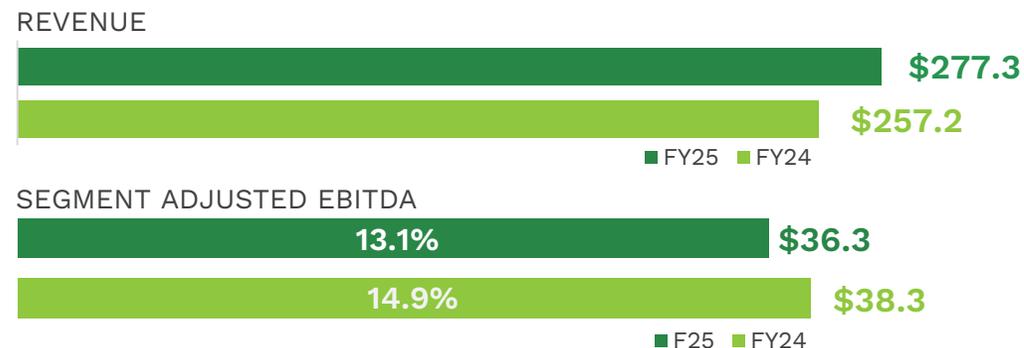
## Q4 Revenue and Segment Adj. EBITDA

(\$ In Millions, % as a Percent of Segment Revenue)



## Full-year Revenue and Segment Adj. EBITDA

(\$ In Millions, % as a Percent Of Segment Revenue)



# APPENDIX



# 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 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 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 Montrose 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.

# MONTROSE ENVIRONMENTAL GROUP, INC.

## RECONCILIATION OF NET LOSS TO ADJUSTED NET INCOME

	Three Months Ended December 31,		Year Ended December 31,	
	2025	2024	2025	2024
Net loss	\$ (8,218)	\$ (28,225)	\$ (843)	\$ (62,314)
Amortization of intangible assets <sup>(1)</sup>	6,938	10,322	29,929	34,943
Stock-based compensation <sup>(2)</sup>	8,939	29,799	42,716	64,665
Acquisition costs <sup>(3)</sup>	35	1,456	1,825	7,827
Fair value changes in financial instruments <sup>(4)</sup>	143	(1,727)	(18,251)	3,124
(Income) expenses related to financing transactions <sup>(5)</sup>	(140)	37	163	317
Fair value changes in business acquisition contingencies <sup>(6)</sup>	56	149	900	534
Discontinued Specialty Lab <sup>(7)</sup>	—	—	—	692
Business line restructuring costs <sup>(8)</sup>	1,778	57	2,633	146
Other losses and expenses <sup>(9)</sup>	3,776	2,379	4,475	4,177
Tax effect of adjustments <sup>(10)</sup>	159	445	(2,866)	1,721
Adjusted Net Income	\$ 13,466	\$ 14,692	\$ 60,681	\$ 55,832
Preferred dividends Series A-2	—	(2,750)	(4,150)	(11,064)
Adjusted Net Income attributable to stockholders	\$ 13,466	\$ 11,942	\$ 56,531	\$ 44,768
Net Loss per share attributable to stockholders	\$ (0.23)	\$ (0.90)	\$ (0.14)	\$ (2.22)
Basic Adjusted Net Income per share <sup>(11)</sup>	\$ 0.38	\$ 0.35	\$ 1.61	\$ 1.35
Diluted Adjusted Net Income per share <sup>(12)</sup>	\$ 0.35	\$ 0.29	\$ 1.36	\$ 1.08
Weighted average common shares outstanding	35,471	34,302	35,120	33,061
Fully diluted shares	38,697	41,791	41,675	41,328

(1) Represents amortization of intangible assets.

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

(3) 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.

(4) 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.

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

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

(7) Amounts consist of operating losses before depreciation related to the Discontinued Specialty Lab.

(8) Amounts consist of severance costs related to organizational restructuring of business lines within the Company's Assessment, Permitting and Response and Remediation and Reuse segments, including costs incurred to wind down its renewable energy business.

(9) Amounts in 2025 are primarily comprised of losses and costs associated with exiting operations in Europe, nonrecurring rebranding expenses, and third party expenses associated with the independent review and analysis of assertions in a short seller report regarding the Company. Amounts in 2024 are primarily comprised of non-recurring costs to centralize certain back-office functions, lease abandonment costs, and third party expenses associated with the independent review and analysis of assertions in a short seller report regarding the Company.

(10) 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 December 31, 2025.

(11) Represents Adjusted Net Income attributable to stockholders divided by the weighted average number of shares of common stock outstanding.

(12) Represents Adjusted Net Income attributable to stockholders divided by fully diluted number of shares of common stock.

# MONTROSE ENVIRONMENTAL GROUP, INC.

## RECONCILIATION OF NET LOSS AND CONSOLIDATED ADJUSTED EBITDA

	Three Months Ended December 31,		Year Ended December 31,	
	2025	2024	2025	2024
Net loss	\$ (8,218)	\$ (28,225)	\$ (843)	\$ (62,314)
Interest expense	4,695	4,442	19,567	15,862
Income tax expense	924	3,516	12,064	7,996
Depreciation and amortization	11,900	15,357	50,915	52,762
EBITDA	\$ 9,301	\$ (4,910)	\$ 81,703	\$ 14,306
Stock-based compensation <sup>(1)</sup>	8,939	29,799	42,716	64,665
Acquisition costs <sup>(2)</sup>	35	1,456	1,825	7,827
Fair value changes in financial instruments <sup>(3)</sup>	143	(1,727)	(18,251)	3,124
(Income) expenses related to financing transactions <sup>(4)</sup>	(140)	37	163	317
Fair value changes in business acquisition contingencies <sup>(5)</sup>	56	149	900	534
Discontinued Specialty Lab <sup>(6)</sup>	—	—	—	692
Business line restructuring costs <sup>(7)</sup>	1,778	57	2,633	146
Other losses and expenses <sup>(8)</sup>	3,776	2,379	4,475	4,177
Consolidated Adjusted EBITDA	\$ 23,888	\$ 27,240	\$ 116,164	\$ 95,788

(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 SARs 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) Amounts consist of severance costs related to organizational restructuring of business lines within the Company's Assessment, Permitting and Response and Remediation and Reuse segments, including costs incurred to wind down its renewable energy business.

(8) Amounts in 2025 are primarily comprised of losses and costs associated with exiting operations in Europe, nonrecurring rebranding expenses, and third party expenses associated with the independent review and analysis of assertions in a short seller report regarding the Company. Amounts in 2024 are primarily comprised of non-recurring costs to centralize certain back-office functions, lease abandonment costs, and third party expenses associated with the independent review and analysis of assertions in a short seller report regarding the Company.

# MONTROSE ENVIRONMENTAL GROUP, INC.

## RECONCILIATION OF NET CASH PROVIDED BY OPERATING ACTIVITIES TO FREE CASH FLOW

	Year Ended December 31,	
	2025	2024
Net cash provided by operating activities	\$ 107,476	\$ 22,235
Net cash used in investing activities	(15,842)	(138,045)
Adjustments to Net cash used in investing activities:		
Purchase price true ups <sup>(1)</sup>	(458)	3,287
Minority investments	—	210
Cash paid for acquisitions, net of cash acquired	—	113,086
Dividend payments to Series A-2 stockholders	(4,150)	(11,064)
Free cash flow	\$ 87,026	\$ (10,291)

(1) Post-closing adjustments to the purchase price to reflect differences between estimated and actual closing balance sheet amounts (e.g., working capital, cash, or debt) as defined in the purchase agreement.

# MONTROSE ENVIRONMENTAL GROUP, INC.

## RECONCILIATION OF NET LOSS TO ADJUSTED OPERATING CASH FLOW

	Year Ended December 31,			
	2025	2024	2023	2022
Operating activities:				
Net loss	\$ (843)	\$ (62,314)	\$ (30,859)	\$ (31,819)
Adjustments to reconcile net loss to net cash provided by operating activities:				
Provision (recovery) for credit loss	6,713	(146)	3,142	—
Depreciation and amortization	50,915	52,762	45,780	47,479
Non-cash leases expense	11,771	11,572	10,194	9,289
Stock-based compensation expense	42,716	64,665	47,267	43,290
Fair value changes in financial instruments	(18,251)	3,123	(4,129)	(3,396)
Write off of deferred financing costs	913	—	—	—
Deferred income taxes	9,901	4,286	(980)	2,250
Other operating activities, net	668	754	—	(3,975)
Changes in operating assets and liabilities, net of acquisitions:				
Accounts receivable and contract assets	(10,072)	(41,977)	(2,923)	4,394
Prepaid expenses and other current assets	(3,300)	(930)	(918)	(1,763)
Accounts payable and other accrued liabilities	8,348	3,798	(8,912)	(9,878)
Accrued payroll and benefits	18,525	(1,709)	9,464	(6,830)
Payment of contingent consideration	—	—	(611)	(19,457)
Change in operating leases	(11,809)	(12,027)	(10,493)	(8,935)
Other assets	1,281	378	—	—
Net cash provided by operating activities	107,476	22,235	56,022	20,649
Add back of payment of contingent consideration <sup>(1)</sup>	—	—	611	19,457
Adjusted Operating Cash Flow	\$ 107,476	\$ 22,235	\$ 56,633	\$ 40,106

(1) Contingent consideration relates to acquisition earnout payments, which are not part of ongoing operating activities

# MONTROSE ENVIRONMENTAL GROUP, INC.

## RECONCILIATION OF REVENUE TO NET SERVICE REVENUE

	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