NEWPARK

May 2023 Investor Presentation

Positioned for Sustainable Growth Through the Energy Transition

Notice to Investors

Disclaimers

Forward Looking Statements

This presentation contains “forward-looking statements” within the meaning of the Private Securities Litigation Reform Act of 1995, as amended. All statements other than statements of historical facts are forward-looking statements. Words such as “will,” “may,” “could,” “would,” “should,” “anticipates,” “believes,” “estimates,” “expects,” “plans,” “intends,” and similar expressions are intended to identify these forward-looking statements but are not the exclusive means of identifying them. These statements are not guarantees that our expectations will prove to be correct and involve a number of risks, uncertainties, and assumptions. Many factors, including those discussed more fully elsewhere in this release and in documents filed with the Securities and Exchange Commission by Newpark, particularly its Annual Report on Form 10-K, and its Quarterly Reports on Form 10-Q, as well as others, could cause actual plans or results to differ materially from those expressed in, or implied by, these statements. These risk factors include, but are not limited to, risks related to the worldwide oil and natural gas industry; our ability to generate internal growth; economic and market conditions that may impact our customers’ future spending; our customer concentration and reliance on the U.S. exploration and production market; our international operations; the ongoing conflict between Russia and Ukraine; operating hazards present in the oil and natural gas and utilities industries and substantial liability claims, including catastrophic well incidents; our contracts that can be terminated or downsized by our customers without penalty; our product offering and market expansion; our ability to attract, retain, and develop qualified leaders, key employees, and skilled personnel; our expanding services in the utilities sector, which may require unionized labor; the price and availability of raw materials; inflation; capital investments, business acquisitions, and joint ventures; our market competition; technological developments and intellectual property; severe weather, natural disasters, and seasonality; public health crises, epidemics, and pandemics; our cost and continued availability of borrowed funds, including noncompliance with debt covenants; environmental laws and regulations; our legal compliance; the inherent limitations of insurance coverage; income taxes; cybersecurity breaches or business system disruptions; our strategic actions; our divestitures; activist stockholders that may attempt to effect changes at our Company or acquire control over our Company; share repurchases; and our amended and restated bylaws, which could limit our stockholders’ ability to obtain what such stockholders believe to be a favorable judicial forum for disputes with us or our directors, officers or other employees. We assume no obligation to update any forward-looking statements, whether as a result of new information, future events or otherwise, except as required by securities laws. Newpark's filings with the Securities and Exchange Commission can be obtained at no charge at www.sec.gov, as well as through our website at www.newpark.com.

Non-GAAP Financial Measures

This presentation includes references to financial measurements that are supplemental to the Company’s financial performance as calculated in accordance with generally accepted accounting principles (“GAAP”). These non-GAAP financial measures include earnings before interest, taxes, depreciation and amortization (“EBITDA”), Adjusted EBITDA, Adjusted EBITDA Margin, Free Cash Flow, Net Debt, and the Ratio of Net Debt to Capital. We believe these non-GAAP financial measures are frequently used by investors, securities analysts and other parties in the evaluation of our performance and liquidity with that of other companies in our industry. Management uses these measures to evaluate our operating performance, liquidity and capital structure. In addition, our incentive compensation plan measures performance based on our consolidated EBITDA, along with other factors. The methods we use to produce these non-GAAP financial measures may differ from methods used by other companies. These measures should be considered in addition to, not as a substitute for, financial measures prepared in accordance with GAAP.

Agenda

1. Introduction
2. End-Market Overview
3. Summary of Key Financial Data

1 Introduction

Aligning Portfolio to Maximize Value Creation Through Accelerated Growth in Power Infrastructure Markets

Disciplined Strategy Aligned with Long-Term Global Megatrends

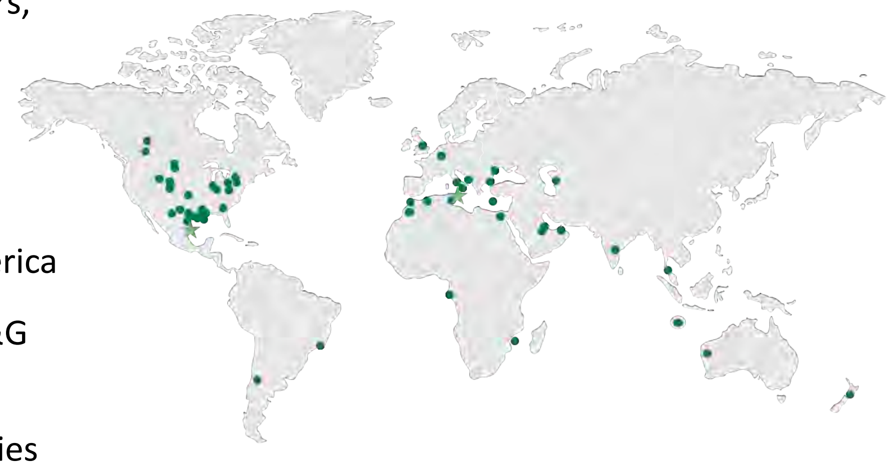
Company Overview

Specialty Rental & Services Company Supporting Energy Transition

Newpark Resources, Inc. is a **global company** supporting energy and infrastructure markets. We built a reputation for innovating and adapting to the changing needs of our customers, **delivering sustainable technologies** that enable society to prosper.

- NYSE: NR Stock Symbol
- Headquartered in The Woodlands, TX
- Operating in more than 20 countries worldwide; ~70% of 2022 revenues in North America
- Earnings primarily driven by utilities and industrial end-markets, while exposure to O&G reduced through recent divestitures
- Strong financial profile with modest debt burden and no significant near-term maturities

NEWPARK RESOURCES GLOBAL FOOTPRINT



Diverse End-Market Coverage

Renewable Generation	Transmission & Distribution	Infrastructure Construction	Petrochemical	Midstream	O&G Exploration & Production

Leader in Energy and Power Infrastructure Solutions

Providing Innovative Product & Service Solutions for Power T&D Infrastructure and O&G Markets

70% OF SEGMENT ADJ. EBITDA (Q1 2023)*	INDUSTRIAL SOLUTIONS Power Infrastructure, O&G, Construction and Renewables	95% OF SEGMENT CAPEX (Q1 2023)

Leading provider of specialty rental and services, **redefining safety & efficiency standards** of the temporary worksite access market

Unique business model includes **integrated manufacturing** of 100% recyclable DURA-BASE composite matting, which offers economic and ESG benefits vs. traditional access products

Longstanding, blue-chip customer relationships across T&D utility owners and infrastructure contractors

Consistent FCF generation, **strong EBITDA** margin, and solid ROI

30% OF SEGMENT ADJ. EBITDA (Q1 2023)*	FLUID SYSTEMS Oil, Natural Gas, and Geothermal	5% OF SEGMENT CAPEX (Q1 2023)

#1 rated** drilling and reservoir fluids solutions provider in overall performance globally

Leading portfolio of sustainable **water-based technologies** delivering outstanding performance and reducing carbon footprint***

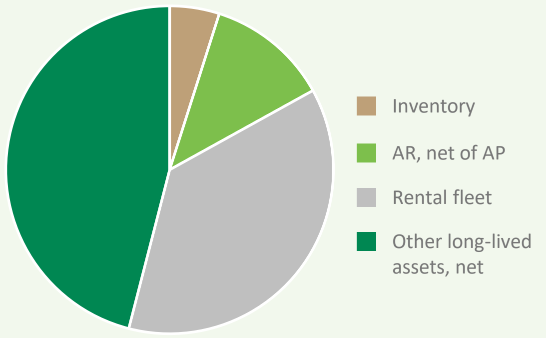
Globally positioned in long-term markets with established customers supported by current **O&G global demand tailwinds**

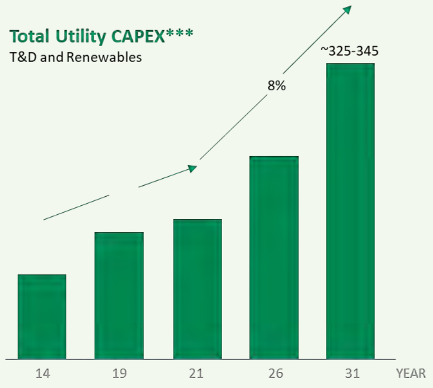
Improved margin and FCF generation profile through recent divestitures and focused **asset-light operating model**

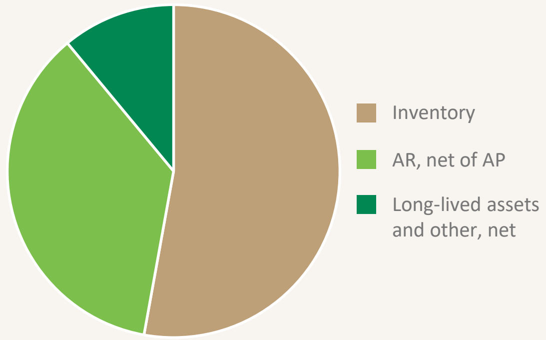
* Adjusted EBITDA is a non-GAAP financial measure. See earnings release and reconciliation to the most comparable GAAP measure in "Non-GAAP Financial Measures" slides within this presentation
** 2022 Drilling Fluids Supplier Performance Report, Kimberlite International Oilfield Research
*** Relative to hydrocarbon-based fluids

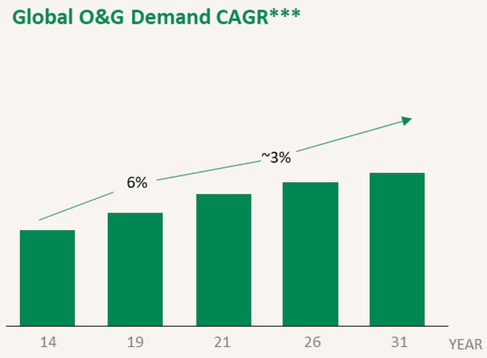
Segment Approach Supports Growth & Shareholder Return

	Net Capital Employed*	TTM ADJ EBITDA**	Market Outlook	Approach
Industrial Solutions	$224M	$74M		Invest & Grow
Fluids Systems	$263M	$29M		Optimize for Cash Generation







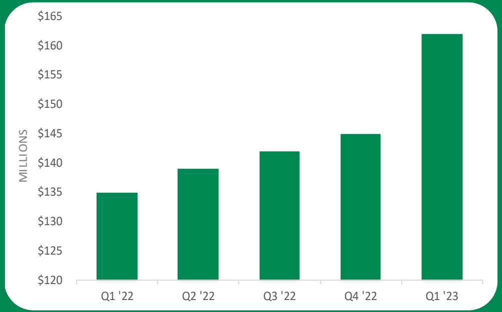


* Net Capital Employed represents segment net assets excluding cash and debt.
** Adjusted EBITDA is a non-GAAP financial measure. See earnings release and reconciliation to the most comparable GAAP measure in "Non-GAAP Financial Measures" slides within this presentation
*** Source: FERC; industry interviews; BCG analysis/Bloomberg NEF & S&P Global Market Intelligence, Feb 2021

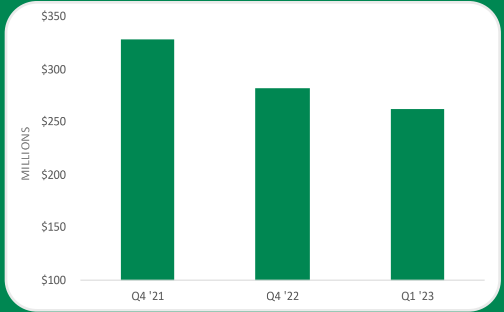
Key Operational Highlights Aligned with Strategy

Disciplined Execution Delivering Shareholder Value Creation

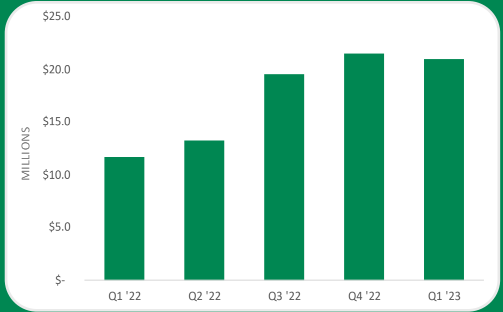
Power and Industrial Revenue (TTM)



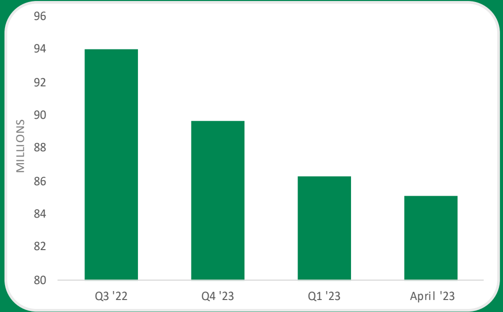
Fluid Systems Net Capital Employed



Adjusted EBITDA*



Shares Outstanding



20%

YoY TTM revenue growth from power infrastructure and industrial markets

20%

reduction in balance sheet exposure from more volatile oil & gas markets since 2021

79%

YoY growth in Adjusted EBITDA* providing strong liquidity

10%

of outstanding shares purchased in the past six months through April ‘23

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* Adjusted EBITDA is a non-GAAP financial measure. See reconciliation to the most comparable GAAP measure in “Non-GAAP Financial Measures” slides within this presentation.

Well Positioned in Substantial Energy Megatrends

Multi-Trillion Dollar Markets Provide Long-Term Opportunities

$14T+

Electrification

Investment in global electrical grid to enable "electrification of everything"

$1T+

Renewables

Renewable Generation tie-ins and grid hardening driving long-term infrastructure development

$12T+

Global Oil & Gas

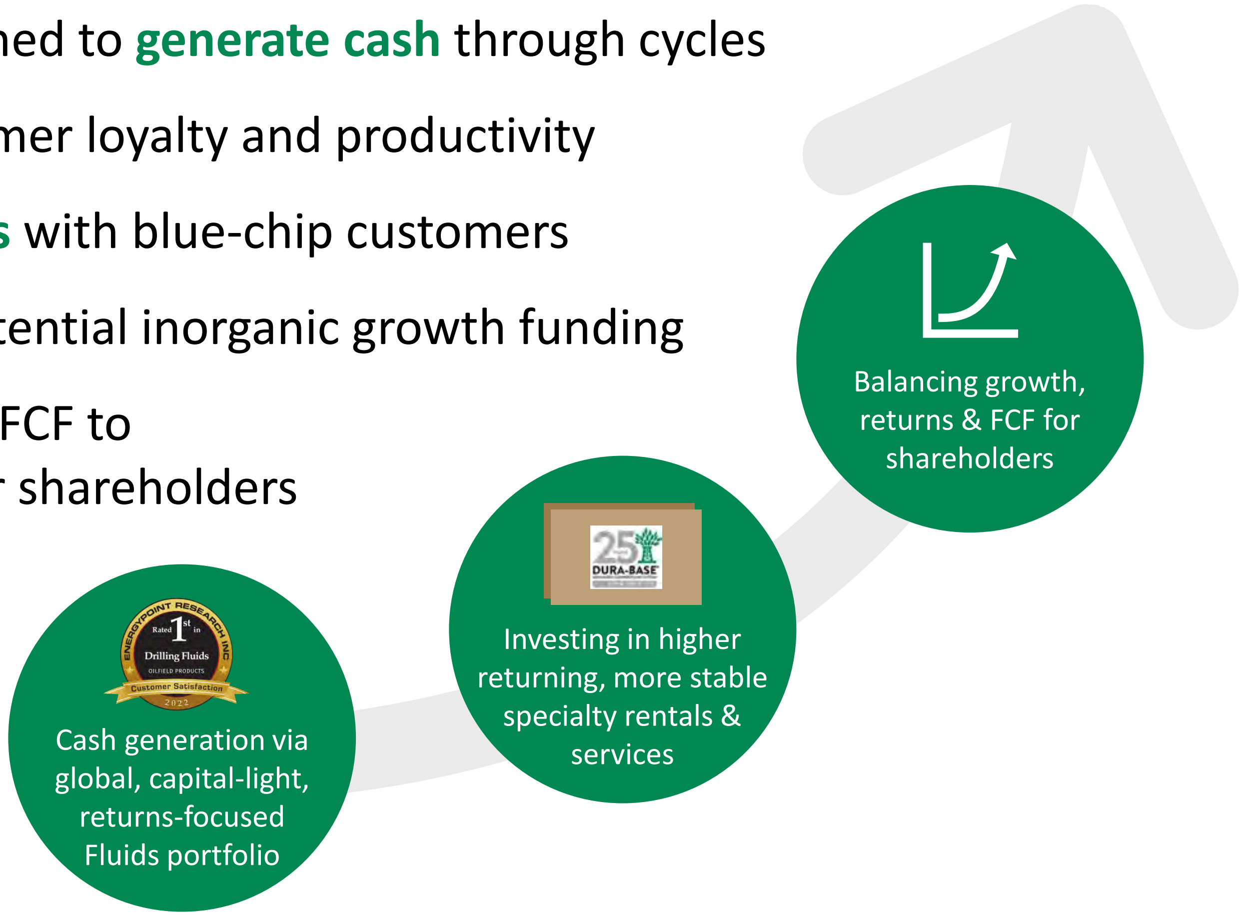
O&G Investment is projected to meet demand in Sustainable Development Scenario over next 30 years

Source: US Energy Information Administration 2021/EEI//International Energy Agency Fuel Report, Jan 2021/Industry Consulting Estimates/Bloomberg NEF & S&P Global Market Intelligence, Feb 2021

Differentiated Model Exploiting Competitive Advantages

Over 50 Years of Technology & Service Innovation Positioning Us for Tomorrow's Opportunities

- Self-funding organic expansion in **high-growth, high-returning** infrastructure markets
- Focused capital light Fluid Systems positioned to **generate cash** through cycles
- **Technology, scale, and service** drive customer loyalty and productivity
- Global presence in **diversified end markets** with blue-chip customers
- **Modest leverage** provides stability and potential inorganic growth funding
- Capable of balancing growth, returns, and FCF to **maximize long-term value creation** for our shareholders



Transformation Not Reflected in Valuation

Strategic Focus on Growth in More Stable, Higher-Margin Industrial Markets Key to Long-Term Value Creation

	2019	Q1 2023	Change
✓ Expanding EBITDA as we reposition the Company	**$82M** Adjusted EBITDA**	**$84M** Adjusted EBITDA** (Annualized)	+2%
✓ Increasing EBITDA generation from more stable utilities and industrial end-markets	**34%** Segment Adj. EBITDA* generated from utilities and industrials	**54%** Segment Adj. EBITDA* generated from utilities and industrials	+59%
✓ Reducing capital employed to drive agility in cyclical Fluids Systems segment	**$708M** Net Capital Employed (EOY)	**$518M** Net Capital Employed (EOQ)	-27%
✓ Deploying investment capital to higher-returning segments	**53%** % of Capital Expenditures directed to Industrial Solutions	**95%** % of Capital Expenditures directed to Industrial Solutions	+79%
✓ Returning value to shareholders through share repurchases	**90M** Shares outstanding (EOY)	**86M** Shares outstanding (EOQ)	-4%
✓ Reducing total debt and eliminated equity-linked debt	**$172M ($100M)** Total Principal Outstanding (Equity-Linked)	**$101M ($0)** Total Principal Outstanding (Equity-Linked)	-41% (-100%)
Average share price	**$7.46**	**$4.38**	**-41%**

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* Adjusted EBITDA is a non-GAAP financial measure. See reconciliation to the most comparable GAAP measure in “Non-GAAP Financial Measures” slides within this presentation.

2 End-Market Overview

Utilities Infrastructure Megatrend Powering Growth

Significant Long-term Capital Investment in Innovation & Infrastructure Enhanced by Legislation

The **$1.2 trillion Infrastructure Investment and Jobs Act** (IIJA) is investing significantly over next decade, including **~ $70B for electric grid and hardened energy infrastructure**

$300B federal clean energy tax package over next 10 years from **Inflation Reduction Act (IRA)**

Aging infrastructure, system hardening, grid reliability, and renewable energy projects are key drivers for approximately **$32B** transmission infrastructure **temporary access specialty rental & services** spend

$1.2T+

Infrastructure Investment and Jobs Act (IIJA) is investing significantly over next decade

$140B+

U.S. investor-owned utilities are expected to make about **$140B+ annual capital investments with ~8% CAGR** for clean energy technologies and decarbonization

$32B+

Annual U.S. utility transmission investment with **~10% of spend on temporary access specialty rental & services**

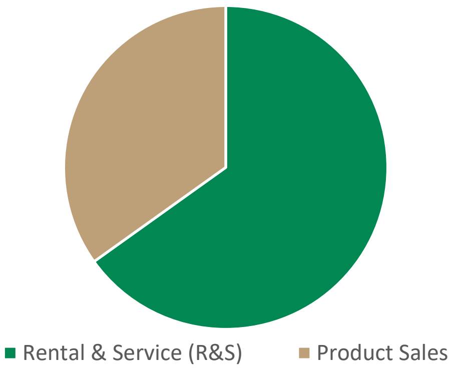
* Whitehouse.gov/ Brookings.edu, Feb. 1, 2023

Industrial Solutions

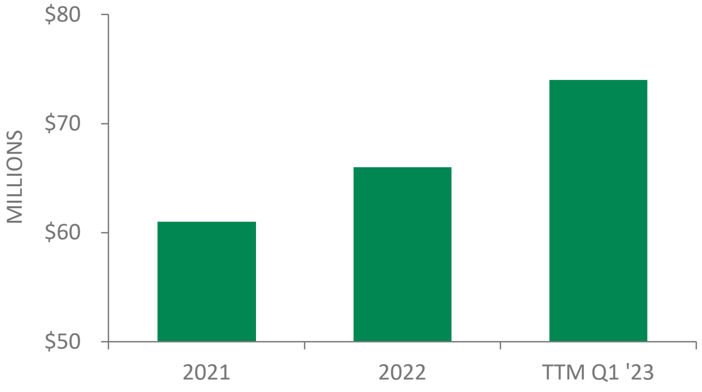
Specialty Rental and Services Supporting Infrastructure Megatrends

- Strategic investments in technology, scale, and service to drive specialty rental differentiation
- Expansion of specialty rental fleet to meet long-term infrastructure build-out
- Leverage R&D to launch higher-margin products focused on driving operating efficiency and sustainability
- 10%+ CAGR in Revenues from Utilities & Industrial Markets since 2019
- Growing demand, long asset life, and low maintenance costs drive a strong EBITDA margin profile

Q1 '23 REVENUE MIX



ADJUSTED EBITDA*



2019 - Q1 '23 AVERAGE ADJUSTED EBITDA MARGIN*

33%

* Adjusted EBITDA and Adjusted EBITDA Margin is a non-GAAP financial measure. See reconciliation to the most comparable GAAP measure in "Non-GAAP Financial Measures" slides within this presentation.

Global Demand for Oil and Gas Remains Resilient

Emergence of Alternative Energy Lags Global Demand

$12T+ Investment in Oil & Gas projected to meet global demand in Sustainable Development Scenario over next 30 years

Access to affordable and reliable energy critical for developing economies

Geopolitical instability heightens global focus on energy security during the transition to alternative energy sources

OUTLOOK BY 2050

80%+	World's Energy which comes from fossil fuels today
70%+	Renewables demand growth requiring new infrastructure construction and related services
20%+	Total demand results in an increase of global Oil/Liquids/Natural Gas demand calling for efficient, innovative, and sustainable drilling and reservoir solutions

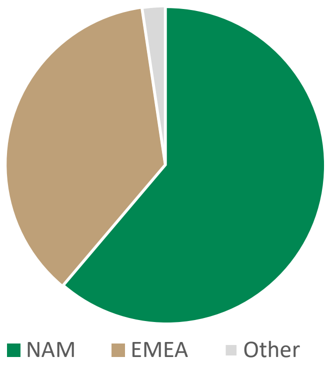
Source: US Energy Information Administration 2021/EEI//International Energy Agency Fuel Report, Jan 2021/Jefferies Estimates/Bloomberg NEF & S&P Global Market Intelligence, Feb 2021

Fluids Systems

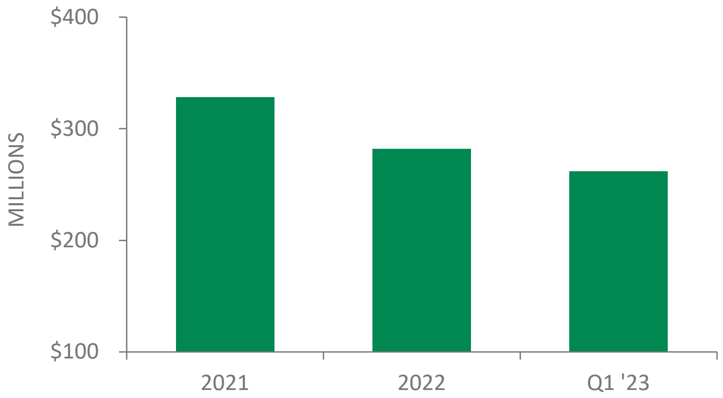
Agile, Capital-Light Technology & Services Capable of Cash Generation Through Cycles

- Global footprint aligned to long-term, strategic markets
- Reshaping balance sheet to drive "Capital-Light" model, and reduce return cyclicality
- Strong focus on margin expansion through technology, service differentiation, and working capital discipline
- FCF generation to support higher-returning growth and return to shareholders

Q1 '23 REVENUE MIX



NET CAPITAL EMPLOYED



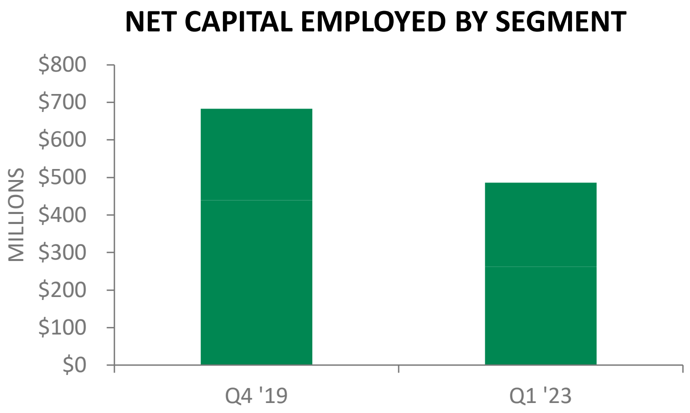
Q1 '23 CASH GENERATION FROM RECENT DIVESTITURES

$21M

Simplifying Business and Driving Efficiency

20%

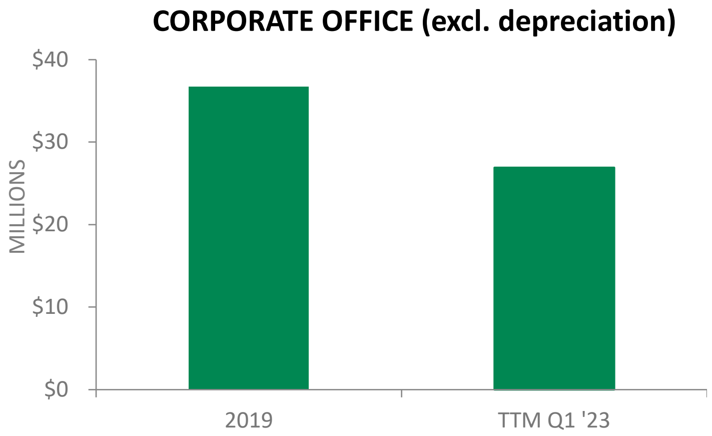
Reduction in Net Capital Employed from 2019 Levels



- Continued reduction in underperforming Fluids Systems NCE, driven by monetization of working capital

27%

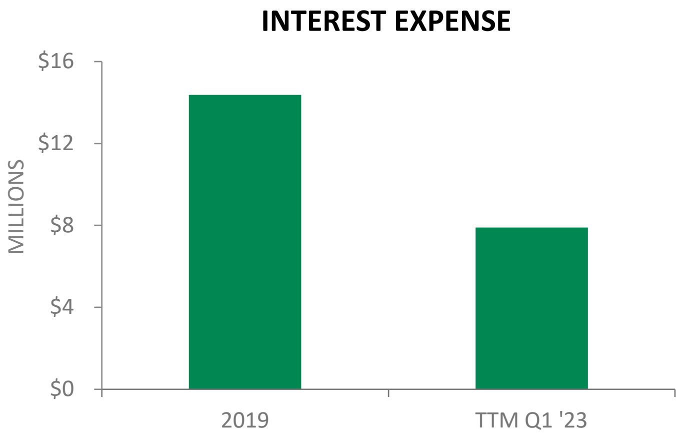
Reduction in Corporate Office Expense from 2019 Levels



- Streamlining cost structure as business evolves
- Additional actions taken in Q2 '23 to drive further reduction going forward

6%

Average Borrowing Rate on Outstanding Debt



- Leveraging asset-based lending to drive reductions in borrowing cost
- Primary bank facility matures in May '27

Long-Term Capital Allocation Strategy

Disciplined Approach Balances Growth Investments with Return of Capital

Maintain Target Leverage

- Target net leverage range of 0.5x–1.5x
- Net leverage*: 0.9x
- Total liquidity**: $109M
- Maintaining sufficient liquidity to support strategic growth
- ABL Facility matures 2027
- Q1 '23 Free Cash Flow generation of $23M; solid Free Cash Flow expected to continue in Q2

Invest in Growth

Organic

- Continued organic investment in high returning opportunities
- The majority of 2023 CAPEX expected to drive expansion of rental fleet and utilities market penetration

M&A

- Continually evaluate opportunities to accelerate Industrial strategy
- Disciplined execution based on strategic value, size, risk and appropriate economics
- Improving equity value key to inorganic strategy & shareholder value

Return Excess Cash to Investors

- As assets in Fluids Systems are monetized, returning a significant portion of proceeds to shareholders through share repurchase program
- From Nov '22 to April '23, purchased 10% of outstanding shares, reducing outstanding share count to 85M

* Net leverage ratio calculated as net debt divided by Q1 2023 annualized Adjusted EBITDA. Net debt calculated as the March 2023 balance sheet value of debt less cash and cash equivalents.
** Reflects ABL Facility availability plus cash and cash equivalents.

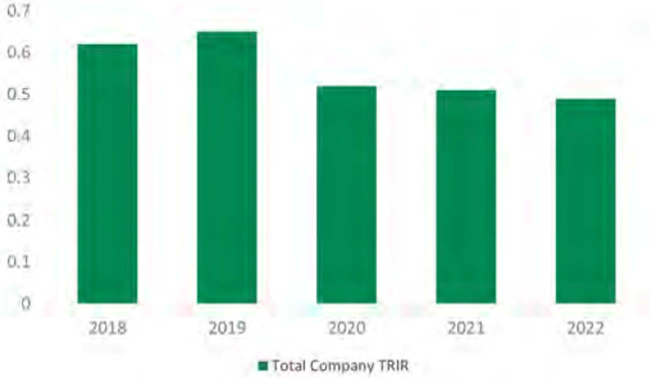
Sustainability Embedded in Our DNA

SAFETY INTEGRITY RESPECT EXCELLENCE ACCOUNTABILITY

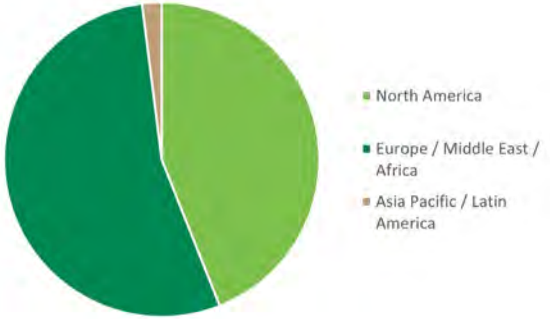
2022 Sustainability Report Including SASB & TCFD Disclosures Available on Website

Environmental	Social	Governance

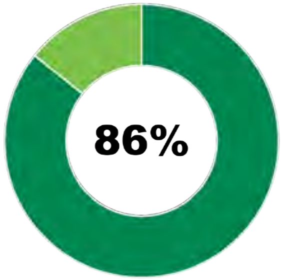
Safety Drives Everything We Do



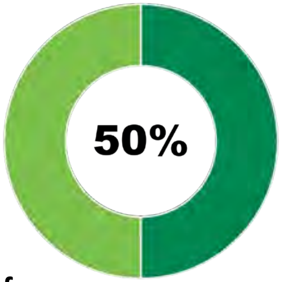
Committed to Local Personnel Across Our Operations



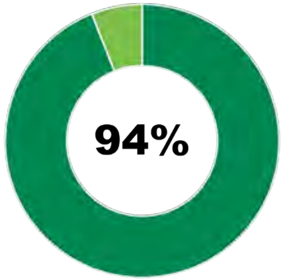
Board Independence



Independent Board Diversity



Shareholder Approval Rate of Executive Compensation



* Reflects internal estimates of impact of DURA-BASE® Composite Matting System.

Why Invest in Newpark Resources?

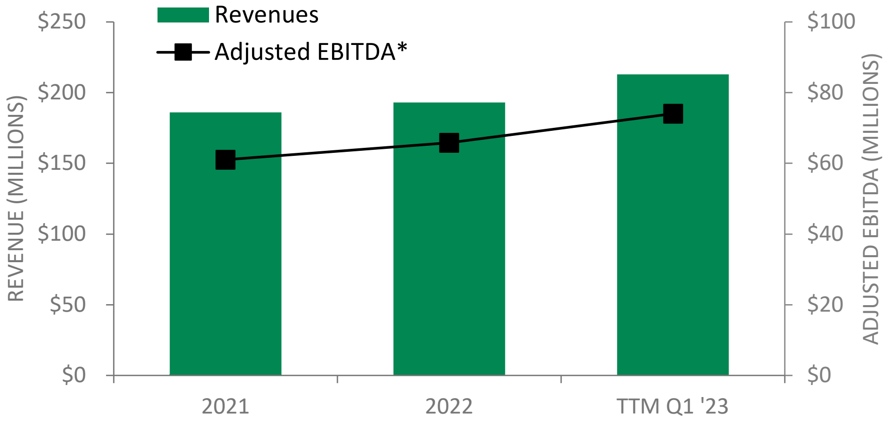
Leading Provider of Sustainable Technologies and Services

- Meaningful growth opportunity tied to the energy transition
- Global presence in large-scale energy markets
- Proven technologies with economic and ESG benefits
- Demonstrated ability to adapt and grow
- Balancing investment in growth markets with return of capital
- Capital structure to support growth plans

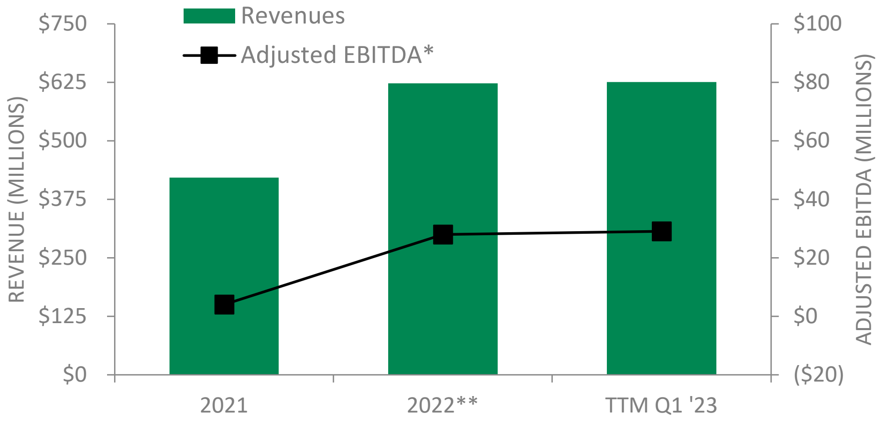
3 Summary of Key Financial Data

Business Segment Overview

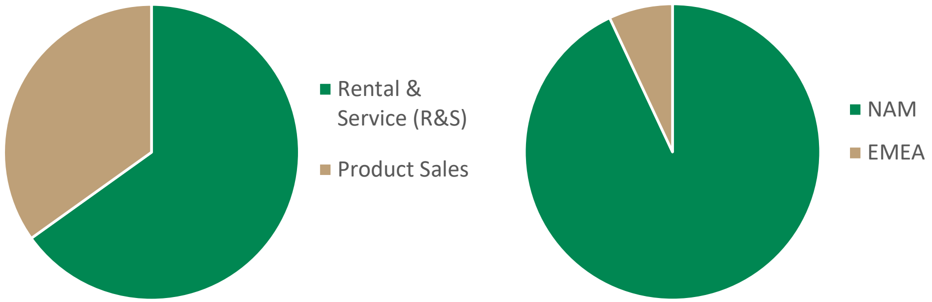
Industrial Solutions



Fluids Systems

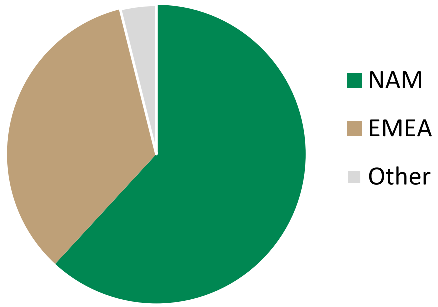


Q1 '23 REVENUES



- Delivering double-digit annual revenue growth
- Strong Energy Transition market tailwinds
- Consistent cash flow and solid ROI

Q1 '23 REVENUES



- Reshaping portfolio to monetize working capital and improve returns
- ~ 85% of asset base comprised of receivables, inventory, and other working capital

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* Adjusted EBITDA is a non-GAAP financial measure. See reconciliation to the most comparable GAAP measure in "Non-GAAP Financial Measures" slides within this presentation.
** Includes operations of Gulf of Mexico and U.S. Mineral Grinding operations, both of which were exited in Q4 2022. Divested units contributed $83 million of revenues, $5 million of depreciation expense, and a $40 million operating loss in 2022, including $29 million impairment charge.

Consolidated Statements of Operations (unaudited)

(In thousands, except per share data)	Three Months Ended March 31, 2023	Three Months Ended December 31, 2022	Three Months Ended March 31, 2022
Revenues	$ 200,030	$ 225,159	$ 176,438
Cost of revenues	164,738	186,980	150,988
Selling, general and administrative expenses	25,410	24,648	24,433
Other operating (income) loss, net	(261)	(3,995)	50
Operating income	10,143	17,526	967
Foreign currency exchange (gain) loss	319	2,332	64
Interest expense, net	2,089	2,321	1,206
Income (loss) before income taxes	7,735	12,873	(303)
Provision for income taxes	2,115	3,881	(2,824)
Net income	$ 5,620	$ 8,992	$ 2,521
Calculation of EPS:			
Net income - basic and diluted	$ 5,620	$ 8,992	$ 2,521
Weighted average common shares outstanding - basic	88,573	92,324	92,118
Dilutive effect of stock options and restricted stock awards	1,997	1,156	1,821
Weighted average common shares outstanding - diluted	90,570	93,480	93,939
Net income per common share - basic:	$ 0.06	$ 0.10	$ 0.03
Net income per common share - diluted:	$ 0.06	$ 0.10	$ 0.03

Operating Segment Results (unaudited)

(In thousands)	Three Months Ended March 31, 2023	December 31, 2022	March 31, 2022
Revenues			
Fluids Systems	$ 144,174	$ 167,705	$ 141,014
Industrial Solutions	55,856	57,454	35,424
Industrial Blending	-	-	-
Total revenues	$ 200,030	$ 225,159	$ 176,438
Operating income (loss)			
Fluids Systems	$ 3,466	$ 4,828	$ 3,374
Industrial Solutions	14,483	17,751	6,358
Industrial Blending	-	2,322	(886)
Corporate office	(7,806)	(7,375)	(7,879)
Total operating income (loss)	$ 10,143	$ 17,526	$ 967
Segment operating margin			
Fluids Systems	2.4%	2.9%	2.4%
Industrial Solutions	25.9%	30.9%	17.9%
Industrial Blending	NM	NM	NM

Impact of 2022 Divestitures (unaudited)

Summarized operating results (including impairments and other charges) of our Excalibar business and Gulf of Mexico operations, both included in the Fluids Systems segment historical results, are shown in the following tables:

	Three Months Ended		
(In thousands)	March 31, 2023	December 31, 2022	March 31, 2022
Revenues			
Excalibar	$ -	$ 11,922	$ 14,346
Gulf of Mexico	-	8,011	2,694
Total revenues	$ -	$ 19,933	$ 17,040
Operating income (loss)			
Excalibar	$ (77)	$ 1,127	$ 833
Gulf of Mexico	(2,311)	(4,023)	(2,617)
Total operating income (loss)	$ (2,388)	$ (2,896)	$ (1,784)

Consolidated Balance Sheets (unaudited)

(In thousands, except share data)	March 31, 2023	December 31, 2022
ASSETS		
Cash and cash equivalents	$ 23,618	$ 23,182
Receivables, net	212,694	242,247
Inventories	149,989	149,571
Prepaid expenses and other current assets	9,962	10,966
Total current assets	396,263	425,966
Property, plant and equipment, net	194,626	193,099
Operating lease assets	22,605	23,769
Goodwill	47,174	47,110
Other intangible assets, net	19,471	20,215
Deferred tax assets	2,402	2,275
Other assets	2,330	2,441
Total assets	$ 684,871	$ 714,875
LIABILITIES AND STOCKHOLDERS' EQUITY		
Current debt	$ 23,158	$ 22,438
Accounts payable	92,600	93,633
Accrued liabilities	37,763	46,871
Total current liabilities	153,521	162,942
Long-term debt, less current portion	78,041	91,677
Noncurrent operating lease liabilities	18,859	19,816
Deferred tax liabilities	7,692	8,121
Other noncurrent liabilities	9,529	9,291
Total liabilities	267,642	291,847
Common stock, $0.01 par value (200,000,000 shares authorized and 111,456,999 and 111,451,999 shares issued, respectively)	1,115	1,115
Paid-in capital	643,004	641,266
Accumulated other comprehensive loss	(65,187)	(67,186)
Retained earnings	8,109	2,489
Treasury stock, at cost (25,129,909 and 21,751,232 shares, respectively)	(169,812)	(154,656)
Total stockholders' equity	417,229	423,028
Total liabilities and stockholders' equity	$ 684,871	$ 714,875

Consolidated Statements of Cash Flows (unaudited)

	Three Months Ended March 31,	
(In thousands)	2023	2022
Cash flows from operating activities:		
Net income	$ 5,620	$ 2,521
Adjustments to reconcile net income to net cash provided by operations:		
Depreciation and amortization	7,895	10,452
Stock-based compensation expense	1,738	1,468
Provision for deferred income taxes	(726)	(5,202)
Credit loss expense	272	185
Gain on sale of assets	(554)	(1,606)
Amortization of original issue discount and debt issuance costs	138	178
Change in assets and liabilities:		
Decrease in receivables	27,287	5,795
Increase in inventories	(3,870)	(14,812)
Decrease in other assets	1,098	17
Increase (decrease) in accounts payable	(1,233)	11,246
Decrease in accrued liabilities and other	(8,221)	(7,452)
Net cash provided by operating activities	29,444	2,790

	Three Months Ended March 31,	
(In thousands)	2023	2022
Cash flows from investing activities:		
Capital expenditures	(6,972)	(7,621)
Proceeds from divestitures	7,153	-
Proceeds from sale of property, plant and equipment	740	575
Net cash provided by (used in) investing activities	921	(7,046)
Cash flows from financing activities:		
Borrowings on lines of credit	76,447	69,188
Payments on lines of credit	(90,212)	(65,202)
Purchases of treasury stock	(15,006)	(4)
Other financing activities	(1,499)	(2,711)
Net cash provided by (used in) financing activities	(30,270)	1,271
Effect of exchange rate changes on cash	375	(376)
Net increase (decrease) in cash, cash equivalents, and restricted cash	470	(3,361)
Cash, cash equivalents, and restricted cash at beginning of period	25,061	29,489
Cash, cash equivalents, and restricted cash at end of period	$ 25,531	$ 26,128

Non-GAAP Financial Measures (unaudited)

The following tables reconcile the Company's net income (loss) calculated in accordance with GAAP to the non-GAAP financial measures of EBITDA and Adjusted EBITDA:

Consolidated	Twelve Months Ended				Three Months Ended		TTM Q1
(In thousands)	2019	2020	2021	2022	2022	2023	2023
Net income (loss) (GAAP)	$ (12,946)	$ (80,696)	$ (25,526)	$ (20,834)	$ 2,521	$ 5,620	$ (17,735)
Interest expense, net	14,369	10,986	8,805	7,040	1,206	2,089	7,923
Provision (benefit) for income taxes	9,788	(11,883)	7,293	4,371	(2,824)	2,115	9,310
Depreciation and amortization	47,144	45,314	42,225	38,610	10,452	7,895	36,053
EBITDA (non-GAAP)	58,355	(36,279)	32,797	29,187	11,355	17,719	35,551
Impairments and other charges	11,422	14,727	-	37,322	-	-	37,322
Gain on divestitures	-	-	-	(3,596)	-	-	(3,596)
Fourchon, Louisiana hurricane-related costs	-	-	2,596	-	-	-	-
Facility exit costs and other	2,631	(201)	2,399	2,452	-	2,292	4,744
Severance costs	3,814	4,773	1,898	736	367	955	1,324
Inventory write-downs	1,881	10,345	-	-	-	-	-
Gain on legal settlement	-	-	(1,000)	-	-	-	-
(Gain) loss on extinguishment of debt	-	(419)	1,000	-	-	-	-
Other	3,955	-	(849)	-	-	-	-
Adjusted EBITDA (non-GAAP)	$ 82,058	$ (7,054)	$ 38,841	$ 66,101	$ 11,722	$ 20,966	$ 75,345

Non-GAAP Financial Measures (unaudited)

The following tables reconcile the Company's segment operating income (loss) calculated in accordance with GAAP to the non-GAAP financial measures of EBITDA, Adjusted EBITDA, and Adjusted EBITDA Margin:

Fluids Systems	**Twelve Months Ended**				**Three Months Ended**		**TTM Q1**
(In thousands)	**2019**	**2020**	**2021**	**2022**	**2022**	**2023**	**2023**
Revenues	$ 620,317	$ 354,608	$ 420,789	$ 622,601	$ 141,014	$ 144,174	$ 625,761
Operating income (loss) (GAAP)	$ 3,814	$ (66,403)	$ (19,012)	$ (15,566)	$ 3,374	$ 3,466	$ (15,474)
Depreciation and amortization	21,202	20,555	17,877	13,875	4,057	1,975	11,793
EBITDA (non-GAAP)	25,016	(45,848)	(1,135)	(1,691)	7,431	5,441	(3,681)
Impairments and other charges	11,422	14,727	-	29,417	-	-	29,417
Gain on divestiture	-	-	-	(971)	-	-	(971)
Fourchon, Louisiana hurricane-related costs	-	-	2,596	-	-	-	-
Facility exit costs and other	2,631	(201)	2,399	1,000	-	2,292	3,292
Inventory write-downs	1,881	10,345	-	-	-	-	-
Severance costs	2,264	3,729	1,329	398	152	955	1,202
Other	605	-	(849)	-	-	-	-
Adjusted EBITDA (non-GAAP)	$ 43,819	$ (17,248)	$ 4,340	$ 28,153	$ 7,583	$ 8,688	$ 29,259
Operating Margin (GAAP)	0.6%	-18.7%	-4.5%	-2.5%	2.4%	2.4%	-2.5%
Adjusted EBITDA Margin (non-GAAP)	7.1%	-4.9%	1.0%	4.5%	5.4%	6.0%	4.7%

Industrial Solutions	**Twelve Months Ended**				**Three Months Ended**		**TTM Q1**
(In thousands)	**2019**	**2020**	**2021**	**2022**	**2022**	**2023**	**2023**
Revenues	$ 199,802	$ 130,469	$ 185,171	$ 192,993	$ 35,424	$ 55,856	$ 213,425
Operating income (GAAP)	$ 47,466	$ 13,030	$ 42,117	$ 43,899	$ 6,358	$ 14,483	$ 52,024
Depreciation and amortization	21,763	20,127	19,304	21,653	5,442	5,257	21,468
EBITDA (non-GAAP)	69,229	33,157	61,421	65,552	11,800	19,740	73,492
Severance costs	434	437	302	214	68	-	146
Gain on legal settlement	-	-	(1,000)	-	-	-	-
Adjusted EBITDA (non-GAAP)	$ 69,663	$ 33,594	$ 60,723	$ 65,766	$ 11,868	$ 19,740	$ 73,638
Operating Margin (GAAP)	23.8%	10.0%	22.7%	22.7%	17.9%	25.9%	24.4%
Adjusted EBITDA Margin (non-GAAP)	34.9%	25.7%	32.8%	34.1%	33.5%	35.3%	34.5%

Non-GAAP Financial Measures (unaudited)

The following table reconciles the Company's net cash provided by (used in) operating activities calculated in accordance with GAAP to the non-GAAP financial measure of free cash flow:

Consolidated	**Twelve Months Ended**				**Three Months Ended March 31,**	
(In thousands)	**2019**	**2020**	**2021**	**2022**	**2022**	**2023**
Net cash provided by (used in) operating activities (GAAP)	$ 72,286	$ 55,791	$ (3,013)	$ (25,021)	$ 2,790	$ 29,444
Capital expenditures	(44,806)	(15,794)	(21,793)	(28,273)	(7,621)	(6,972)
Proceeds from sale of property, plant and equipment	13,734	12,399	15,999	3,217	575	740
Free Cash Flow (non-GAAP)	$ 41,214	$ 52,396	$ (8,807)	$ (50,077)	$ (4,256)	$ 23,212

Non-GAAP Financial Measures (unaudited)

The following table reconciles the Company's ratio of total debt to capital calculated in accordance with GAAP to the non-GAAP financial measure of ratio of net debt to capital:

Consolidated	**December 31,**					**March 31**
(In thousands)	**2018**	**2019**	**2020**	**2021**	**2022**	**2023**
Current debt	$ 2,522	$ 6,335	$ 67,472	$ 19,210	$ 22,438	$ 23,158
Long-term debt, less current portion	159,225	153,538	19,690	95,593	91,677	78,041
Total Debt	161,747	159,873	87,162	114,803	114,115	101,199
Total stockholders' equity	569,681	548,645	488,032	462,386	423,028	417,229
Total Capital	$ 731,428	$ 708,518	$ 575,194	$ 577,189	$ 537,143	$ 518,428
Ratio of Total Debt to Capital	22.1%	22.6%	15.2%	19.9%	21.2%	19.5%
Total Debt	$ 161,747	$ 159,873	$ 87,162	$ 114,803	$ 114,115	$ 101,199
Less: cash and cash equivalents	(56,118)	(48,672)	(24,197)	(24,088)	(23,182)	(23,618)
Net Debt	105,629	111,201	62,965	90,715	90,933	77,581
Total stockholders' equity	569,681	548,645	488,032	462,386	423,028	417,229
Total Capital, Net of Cash	$ 675,310	$ 659,846	$ 550,997	$ 553,101	$ 513,961	$ 494,810
Ratio of Net Debt to Capital	15.6%	16.9%	11.4%	16.4%	17.7%	15.7%