



Investor Day

May 19, 2026

DISCLAIMER

FORWARD-LOOKING STATEMENTS

Certain statements in this presentation are “forward-looking” statements based on assumptions currently believed to be valid. Forward-looking statements are all statements other than statements of historical facts. The words “anticipate,” “believe,” “ensure,” “expect,” “if,” “intend,” “estimate,” “probable,” “project,” “forecasts,” “predict,” “outlook,” “aim,” “will,” “could,” “should,” “would,” “potential,” “may,” “might,” “likely,” “plan,” “positioned,” “strategy,” and similar expressions or other words of similar meaning, and the negatives thereof, are intended to identify forward-looking statements. Specific forward-looking statements in this presentation include statements regarding the Company’s expectations and beliefs regarding (i) its competitive advantages and customer demand, (ii) its long-term growth and capital allocation strategy, (iii) value creation, benefits, cross-selling opportunities and synergies of the combination with NV5, (iv) its ability to maintain strong profitability levels, expand margins and gain market share, (v) its data center revenues, (vi) its strategic plans and business focuses, (vii) its segments, including segment revenue and the key growth drivers, segments and capabilities, (viii) its integration plans, synergies and NV5 cross-selling opportunities and momentum, (ix) its 2029 financial performance, including with respect to cumulative Adjusted Free Cash Flow, ending cash at YE2029, Free Cash Flow Conversion, Adjusted EBITDA Margin, and Revenue, and the drivers of such performance, (x) its 2026 estimated results, including, but not limited to, Revenue, Adjusted EBITDA Margin, Free Cash Flow Conversion, and organic growth, (xi) its revenue CAGR, organic growth and disciplined M&A, and (xii) growth rates in its markets. The forward-looking statements are intended to be subject to the safe harbor provided by Section 27A of the Securities Act, Section 21E of the Securities Exchange Act of 1934 and the Private Securities Litigation Reform Act of 1995.

These statements are not guarantees of future performance and are subject to known and unknown risks, uncertainties and other factors that could cause actual results to differ materially from those expressed or implied by such forward-looking statements, including, among others, (i) economic conditions affecting the industries the Company serves, including the construction industry and the energy sector, as well as general economic conditions; (ii) the ability and willingness of customers to invest in infrastructure projects; (iii) a decline in demand for the Company’s services or for the products and services of its customers; (iv) the fact that the Company’s revenues are derived primarily from contracts with durations of less than six months and the risk that customers will not renew or enter into new contracts; (v) the Company’s ability to successfully acquire other businesses, successfully integrate acquired businesses into its operations and manage the risks and potential liabilities associated with those acquisitions; (vi) the Company’s ability to compete successfully in the industries and markets it serves; (vii) the Company’s ability to properly manage and accurately estimate costs associated with specific customer projects, in particular for arrangements with fixed price terms; (viii) increases in the cost, or reductions in the supply, of the materials used in the Company’s business and for which we bear the risk of such increases; (ix) the inherently dangerous nature of the services the Company provides and the risks of potential liability; (x) the seasonality of the Company’s business and the impact of weather conditions; (xi) the Company’s ability to remediate any material weaknesses; (xii) the impact of health, safety and environmental laws and regulations, and the costs associated with compliance with such laws and regulations; (xiii) the Company’s substantial level of indebtedness and the effect of restrictions on its operations set forth in the documents that govern such indebtedness, (xiv) the Company may fail to realize anticipated synergies or other benefits expected from the NV5 merger in the timeframe expected or at all, (xv) a prolonged government shutdown, and (xvi) the ultimate timing, outcome, and results of integrating the operations of Acuren and NV5. For a detailed discussion of cautionary statements and risks that may affect the Company’s future results of operations and financial results, please refer to the Company’s filings with the SEC, including, but not limited to, the risk factors in the Company’s Annual Report on Form 10-K for the year ended December 31, 2025 which was filed with the SEC on March 12, 2026, and any amendments thereto. Forward-looking statements included in this presentation speak only as of the date hereof and, except as required by applicable law, the Company does not undertake any obligation to update or revise publicly any forward-looking statements, whether as a result of new information, future events or circumstances after the date of this presentation.

All forward-looking statements speak only as of the date they are made and are based on information available at that time. The Company assumes no obligation to update forward-looking statements to reflect circumstances or events that occur after the date the forward-looking statements were made or to reflect the occurrence of unanticipated events except as required by federal securities laws. As forward-looking statements involve significant risks and uncertainties, caution should be exercised against placing undue reliance on such statements.

NON-GAAP FINANCIAL MEASURES

This presentation contains EBITDA, Adjusted EBITDA, Adjusted EBITDA Margin, Adjusted Gross Profit, Adjusted Gross Margin, Adjusted Free Cash Flow and Free Cash Flow Conversion each of which are non-GAAP financial measures within the meaning of Regulation G promulgated by the Securities and Exchange Commission. As used in this presentation, EBITDA is defined as earnings before interest, taxes, depreciation and amortization and Adjusted EBITDA is defined as EBITDA excluding the impact of certain non-cash and other specifically identified items. Adjusted EBITDA Margin is defined as Adjusted EBITDA divided by Revenue. Adjusted Gross Profit is defined as Gross Profit less depreciation expense included in cost of revenue for the periods presented. Adjusted Gross Margin is defined as Adjusted Gross Profit divided by Revenue. Adjusted Free Cash Flow is defined as operating cash flow less capital expenditures, excluding one-time cash items, such as the cash payments associated with acquisition-related transaction and integration costs, business transformation costs, and other non-recurring items. Free Cash Flow Conversion is defined as Adjusted EBITDA less capital expenditures divided by Adjusted EBITDA and excludes cash taxes, cash interest, and changes in net working capital.

The Company uses these non-GAAP financial measures both in explaining its results to shareholders and the investment community and in its internal evaluation and management of its businesses. The Company’s management believes that these non-GAAP financial measures and the information they provide are useful to investors since these measures (a) permit investors to view the Company’s performance using the same tools that management uses to evaluate the Company’s past performance, reportable business segments and prospects for future performance, (b) permit investors to compare the Company with its peers, (c) determine certain elements of management’s incentive compensation, and (d) provide consistent period-to-period comparisons of results.

This presentation also contains Combined Acuren and NV5 Revenue which is a non-GAAP financial measure. The presentation of Combined Acuren and NV5 Revenue for the periods presented is not in accordance with GAAP or Article 11 of Regulation S-X. The combined financial information consists of the mathematical addition of selected financial data of Acuren and NV5 for the period presented and does not reflect the results of the combined company had the merger occurred at the beginning of the periods presented. No other adjustments are made to the combined presentation. However, we believe that for purposes of discussion and analysis, the combined financial information is useful for management and investors to assess our ongoing financial and operational performance and trends.

A reconciliation is not provided for 2026 and 2029 estimates as we are unable to predict the amounts to be adjusted, such as the GAAP tax provision and depreciation. Accordingly, we would not be able to make a detailed reconciliation of such estimates without unreasonable efforts due to our inability to predict the amount and timing of these future items.

This information should be considered as supplemental in nature and not as a substitute for or superior to the related financial information prepared in accordance with GAAP. Additionally, these non-GAAP financial measures may differ from similar measures presented by other companies. A reconciliation of these non-GAAP financial measures is included in this presentation.

INVESTOR DAY AGENDA

9:00

Welcome from the Executive Chairman
Company Overview & Strategic Update
Driving Profitable Growth

9:45

Segment Presentations

- Consulting Engineering (CE)
- Inspection & Mitigation (I&M)
- Geospatial (GEO)

11:15

M&A Execution & Pipeline Update

Financial Update & Capital Allocation

Closing Remarks and Q&A

12:00

Service Demonstrations



*Today's
Presenters*

TiC Solutions



Ben Heraud

Chief Executive
Officer



Kristin Schultes

Chief Financial
Officer



Alex Hockman

President,
Consulting
Engineering



Shamus Sullivan

President,
Inspection &
Mitigation



Kurt Allen

President,
Geospatial



Kevin Woit

Vice President,
Corporate
Development

WELCOME!

TO **TIC SOLUTIONS INVESTOR DAY 2026**



Robbie Franklin
Executive Chairman

TIC SOLUTIONS AT A GLANCE



1

COMPANY OVERVIEW & STRATEGIC UPDATE



Ben Heraud
Chief Executive Officer

KEY MESSAGES FOR TODAY



Scaled, integrated platform serving the **full asset lifecycle**



Durable, structural growth driven by **four megatrends** – aging infrastructure, increasing energy demand, increasing data consumption, and digitization of the physical world



Clear path to margin expansion via **commercial discipline, productivity, and scale**



Strong cash generation supporting **disciplined capital deployment**

**We shape and
strengthen the
physical world.**

TiC Solutions AT A GLANCE: COMPANY OVERVIEW



A **complete asset lifecycle performance platform** providing asset integrity, engineering, and geospatial services across critical industries



Scaled North American Platform



High Recurring & Programmatic Revenue Mix



Diverse End Markets and Low Customer Concentration

CORE SEGMENTS: Integrated Partnership Across The Full Asset Lifecycle ¹

Consulting Engineering (CE)

~**34%** of Revenue (~\$700M)

87% US, **13%** International Revenue

~**4,500** Employees

Consulting & engineering services focused on infrastructure, utilities, buildings, data centers, and environmental end markets

Inspection & Mitigation (I&M)

~**52%** of Revenue (~\$1.1B)

55% US, **45%** Canada Revenue

~**6,700** Employees

NDT, industrial rope access, and engineering & lab work to ensure asset integrity

Geospatial (GEO)

~**14%** of Revenue (~\$300M)

94% US, **6%** International Revenue

~**1,500** Employees

Mapping & data collection, data analysis & analytics, and monitoring

TiC Solutions

A true lifecycle partner for critical assets across engineering, asset integrity, and geospatial services

Testing, Inspection,
and Compliance Solutions



Engineering, Consulting,
and Geospatial Solutions

Complete Asset Lifecycle Performance & Integrity

PLAN | DESIGN | OPERATE | MAINTAIN

AN EVOLUTION BUILT FROM PROVEN HERITAGE



Two scaled platforms. Decades of operating history. One combined entity new to investors.



1965

- 60+ years of operating history
- Built **leadership positions** in inspection, industrial rope access, and materials integrity
- Proven value creation and integration playbook across 50+ acquisitions

2010

N|V|5

- 15+ years of operating history
- Scaled revenue from startup to ~\$1B through organic growth and 70+ acquisitions
- Built differentiated positions in **engineering** (esp. infrastructure and buildings) and **geospatial services**

TODAY

TiC
Solutions

70+ Years of Combined Operating History | Public-Company Discipline | Decades of Acquisition Integration

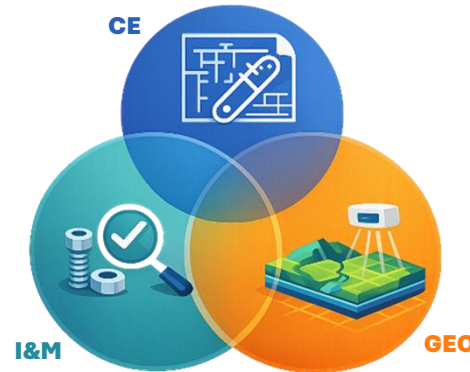
THE EVOLUTION: EARLY ALIGNMENT DRIVES MOMENTUM



Complementary Capabilities

- ✓ Lifecycle coverage supports **earlier entry, longer engagement, and more recurring work**
- ✓ **Scale advantages** in talent, safety, systems, and enterprise accounts
- ✓ Difficult to replicate, given:
 - Technician depth
 - Engineering credentials in regulated markets
 - Proprietary geospatial analytics and data platforms

The Integrated Platform is Taking Shape



- ✓ Greater alignment across capabilities and client engagement
- ✓ Integrated operating model supporting **broader account opportunities**

Early Commercial Proof Points

- ✓ **Several meaningful multi-service client engagements** across CE, I&M, and GEO
- ✓ Expanding service scope through **enterprise account coverage** and opportunity development

Integration is strengthening customer relevance and supporting growth

STRONG PRESENCE IN KEY REGIONS, WHITE SPACE TO EXTEND THE PLATFORM



Scaled footprint and skilled workforce position **TiC** to **serve clients locally** and **expand selectively**



Meaningful coverage in priority markets today, with **significant runway to deepen and expand**

TiC Solutions AT A GLANCE: FINANCIAL OVERVIEW

2025 Combined Financial Profile

\$2.1B

Revenue¹

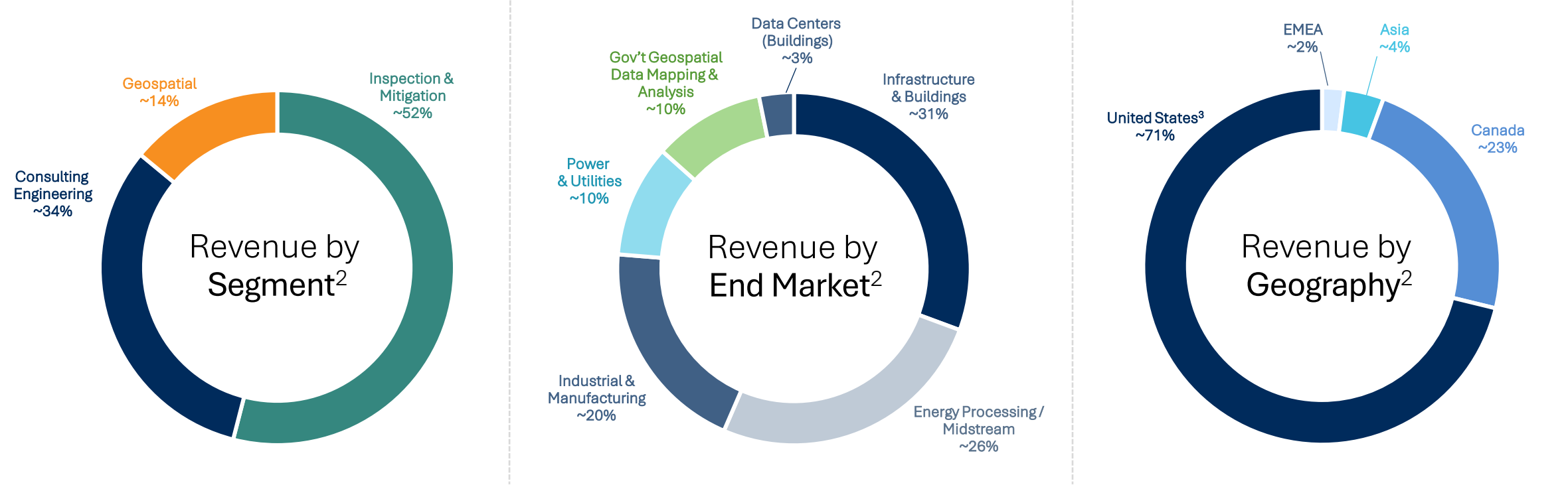
~38%

Adj. Gross Margin¹

~15%

Adj. EBITDA Margin¹

2025 Combined Revenue Mix



(1)

Combined Revenue, Combined Adjusted Gross Margin, and Combined Adjusted EBITDA Margin are non-GAAP financial measures. See Appendix pages 106-108 for reconciliations of Combined Revenue, Combined Adjusted Gross Margin, and Combined Adjusted EBITDA Margin to the most directly comparable GAAP measures.

(2)

Combined and segment combined revenue percentages are not in accordance with GAAP or Article 11 of Regulation S-X and represent the sum of Acuren reported revenues and NV5 reported revenues for the fiscal period shown (NV5 segment and consolidated financials are sourced from annual SEC filings, investor presentations, and internal data). No adjustments have been made. Percentages by Acuren's three resulting business segments are derived as follows: (a) Inspection and Mitigation segment revenue is derived as 100% of Acuren's reported revenue, combining its previous US and Canada segments. No adjustments have been made. (b) Geospatial is derived as 100% of NV5's pre acquisition Geospatial segment revenues and TIC's Geospatial segment revenues. Resulting revenue is divided by total combined revenues. No adjustments have been made. (c) Consulting Engineering is derived as the remainder of NV5's revenue after excluding Geospatial revenue and TIC's Consulting Engineering segment revenues. Resulting revenue is divided by total combined revenues. No adjustments have been made. This presentation is for illustrative purposes only and does not reflect the results of the combined company had the merger occurred at the beginning of the periods presented. Refer to the Appendix for reconciliation to GAAP financial metrics.

(3)

2025 U.S. revenue Includes legacy Acuren's United Kingdom revenue.

INTRODUCING TiC's “FINANCIAL PERFORMANCE FRAMEWORK”



Simple articulation of TiC's long-term financial ambitions through 2029

3

Revenue of \$3B+
by 2029

*Organic growth,
cross-sell, and
disciplined M&A*

18

Adjusted EBITDA Margin
of **18%+** by 2029

*Commercial discipline,
productivity, SG&A
leverage, and synergies*

85

85%+ Free Cash Flow
Conversion by 2029

*Low capex, recurring,
cash-generative model*

TiC Solutions



2

DRIVING PROFITABLE GROWTH

Ben Heraud
Chief Executive Officer

FOUR MEGATRENDS DRIVING LONG-TERM DEMAND

TiC Solutions is positioned to capture secular market tailwinds across critical asset lifecycles



**Aging
Infrastructure**



**Increasing
Energy Demand**



**Increasing
Data Consumption**



**Digitization of
the Physical World**

AGING INFRASTRUCTURE

\$3.7T

Projected U.S. Infrastructure Investment Gap

ASCE 2025 Infrastructure Report Card

“Aging assets are past their design life and need inspection, maintenance, and eventually replacement.”

INCREASING ENERGY DEMAND

166 GW

Projected increase in summer peak electric demand from 2025 to 2030,
equivalent to adding ~15 times the peak load of New York City in **new** demand

Grid Strategies, November 2025

“The energy system was not built for today’s demand. The investment catch-up requires engineering, inspection, and data.”

INCREASING DATA CONSUMPTION

\$1T

Projected annual global data center equipment and infrastructure spending by 2030, up from \$290B in 2024

IoT Analytics, November 2025

“ Every AI query, cloud workload, and connected device drives demand for design, commissioning, and maintenance. ”

DIGITIZATION OF THE PHYSICAL WORLD

97B

Square feet of U.S. commercial building stock, much of it built before modern digital documentation

U.S. EIA

\$318B

Global economic losses from disaster events in 2024, growing at 5–7% annually

Swiss Re Institute, 2025

~10x

Projected growth in digital-twin enabled simulation⁽¹⁾, from \$35B in 2024 to \$379B by 2034

Gartner, 2024

“ Owners want to know what they have, where it is, and what condition it's in. ”

MEGATRENDS SHAPE THE **LARGE, FRAGMENTED MARKETS** WHERE **TiC** LEADS



Highly Fragmented Market Structure

- ✓ Thousands of regional and niche providers
- ✓ No single player with full lifecycle coverage at scale

Fragmentation Enables:

- ✓ Consolidation.
- ✓ Share gains.
- ✓ Cross-sell.

Engineering

Infrastructure, Buildings and Environmental



\$500B+ Engineering Services

- Growing **4 – 7%**
- **Major player** in select niches

Industrial Asset Integrity and Compliance

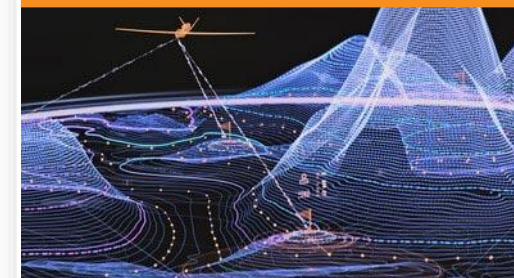


\$6B North American Industrial TIC / NDT Services

- Growing **3 – 5%**
- **Leading NA platform**

Geospatial

Mapping Data Analytics and Software



Fragmented, **Multi-Billion Dollar** Geospatial Services

- Growing **5 – 10%**
- **Top-tier provider** across multiple capabilities

TiC'S STRATEGIC PRIORITIES



Megatrends define the demand. Our strategic priorities define how we capture it.

1



Win in Essential, High-Demand End Markets and Geographies

- Prioritize **mission-critical service lines** in high-growth verticals (e.g., infrastructure, energy, utilities, data centers)
- Build **right-to-win density** in **key capabilities** via organic growth, geographic expansion, and targeted M&A

2



Drive Profitable, Technically Differentiated Growth

- Expand margins through **AI, optimized service mix, and disciplined work selection**
- **Boost utilization** with AI-enabled tools that amplify productivity
- **Win programmatic, technically complex work** with high-value clients

3



Expand Our Role Across the Asset Lifecycle and Client Relationship

- Deepen and broaden **multi-service engagement** within and across business segments
- **Capture enterprise accounts earlier and expand across the asset lifecycle** in priority end markets

AI EXPANDS CAPACITY WHILE TiC'S SERVICES REMAIN ESSENTIAL



AI improves how we deliver, while TiC's regulated, field-based, and mission-critical value proposition remains intact

	Limited pricing risk	<ul style="list-style-type: none">• We have not observed, and do not expect meaningful AI-driven pricing pressure over the medium term
	Regulated and credentialed work	<ul style="list-style-type: none">• Many deliverables require qualified technical review, professional judgment, or formal client acceptance
	Field execution remains essential	<ul style="list-style-type: none">• Inspections, testing, and asset condition work require physical presence and technical judgment
	AI expands capacity and improves margins	<ul style="list-style-type: none">• AI can improve workflow automation, proposal support, documentation, and deployment to expand capacity of our most experienced people• Examples: engineering productivity tools, inspection workflow tools, GeoAI

ACCELERATING GROWTH AVENUES



Daniel Kolimar

Vice President, Growth and Strategy

FOUR HIGH-CONVICTION GROWTH AVENUES



Cross-segment integration and collaboration is opening repeatable opportunities to expand scope, deepen client relationships, and scale our proven capabilities



**CE/GEO
Expansion
into Canada**



**Oil & Gas,
Energy, and
Utilities**



**Buildings,
Digital, and
Specialty
Applications**



**Infrastructure
Services**



Strategic



Opportunistic



Repeatable



Scalable

HIGH-CONVICTION GROWTH AVENUES

CE/GEO Expansion into Canada

- New services, existing client network
- Deploy new cross-segment capabilities into Canada and cross-train Canadian teams

Early-Stage Win:

- Water Infrastructure Asset Management for Municipal Client

HIGH-CONVICTION GROWTH AVENUES

Oil & Gas, Energy, and Utilities

- Leverage existing O&G and utility relationships
- Enhance existing projects
- Deliver full suite within MSAs

Early-Stage Win:

- Certified Weld Inspection (CWI) for a Northeast Utility

HIGH-CONVICTION GROWTH AVENUES

Buildings, Digital, and Specialty Applications

- New sector diversification
- Expansion into new service lines
- Deliver multi-discipline asset management programs

Early-Stage Win:

- Data Center Weld Inspection

HIGH-CONVICTION GROWTH AVENUES

Infrastructure Services

- Significant Federal and State funding
- Single-provider services for infrastructure clients
- Integrate engineering, inspection, and QA with national coverage

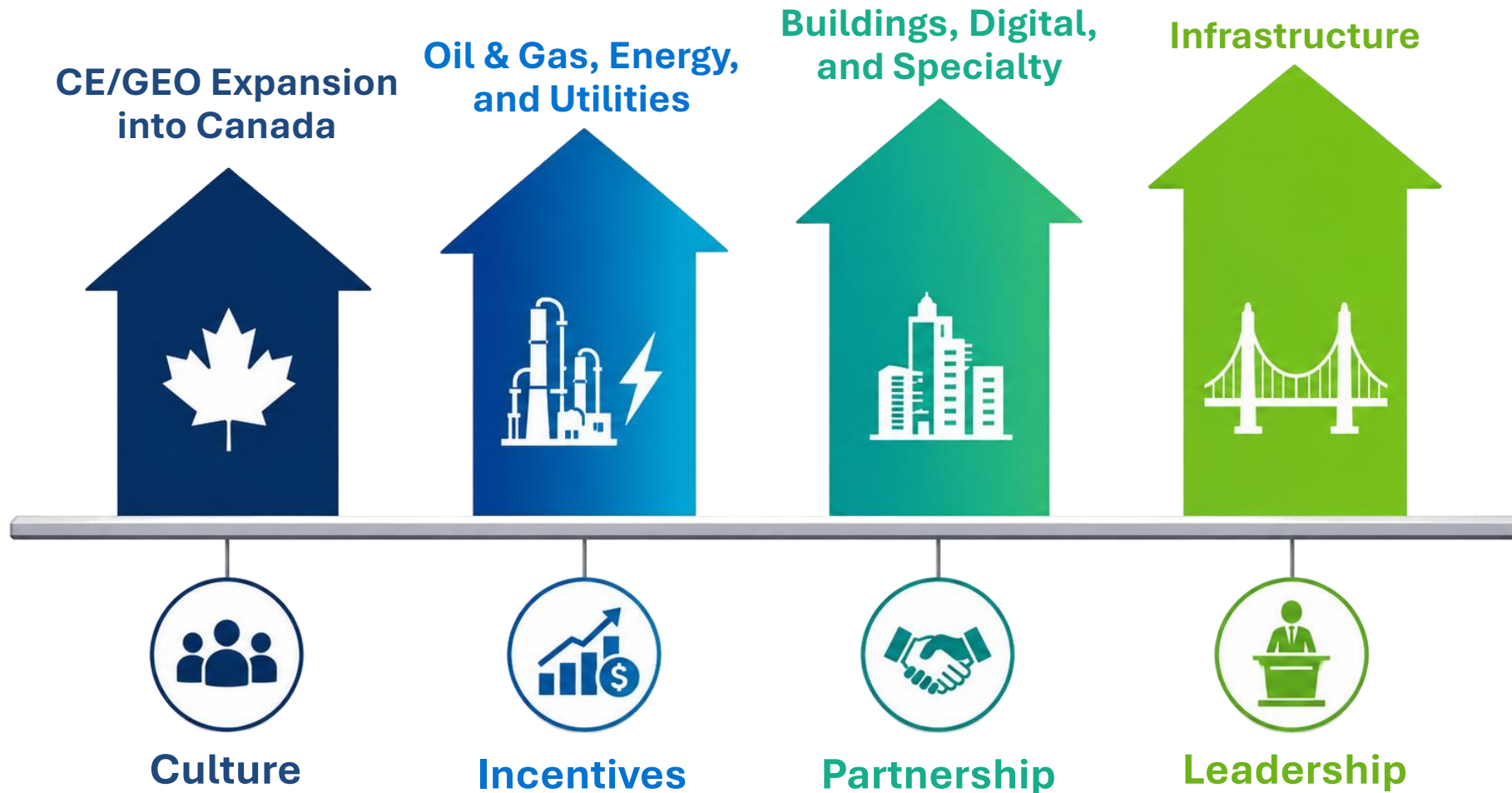
Early-Stage Win:

- Bridge Inspection Project

COLLABORATION ACROSS SEGMENTS AND CAPABILITIES DRIVES CLIENT VALUE



Built on a strong foundation and positioned for long-term growth





3

SEGMENT PRESENTATIONS

CONSULTING ENGINEERING (CE)



Alex Hockman
President, Consulting Engineering

CE: WHO WE ARE AND WHAT WE DO



~34% of TIC Solutions 2025 Revenue⁽¹⁾

- ✓ Infrastructure, utilities, buildings, and environmental engineering
- ✓ Scaled across the asset lifecycle
- ✓ Mandated services: design, commissioning, surveying, and program management



1. Core Capabilities

- **Infrastructure**
Transportation, water, survey, and structures
- **Utility & Power Delivery**
Transmission, distribution, and grid hardening
- **Buildings & Data Centers**
Design, commissioning, digitization, specialty
- **Environmental**
Due diligence, compliance, and radiation safety



2. Demand Drivers

- Federal and state transportation infrastructure investment
- Grid modernization, electrification, and T&D investment
- Data center growth and digital infrastructure development
- Public works funding

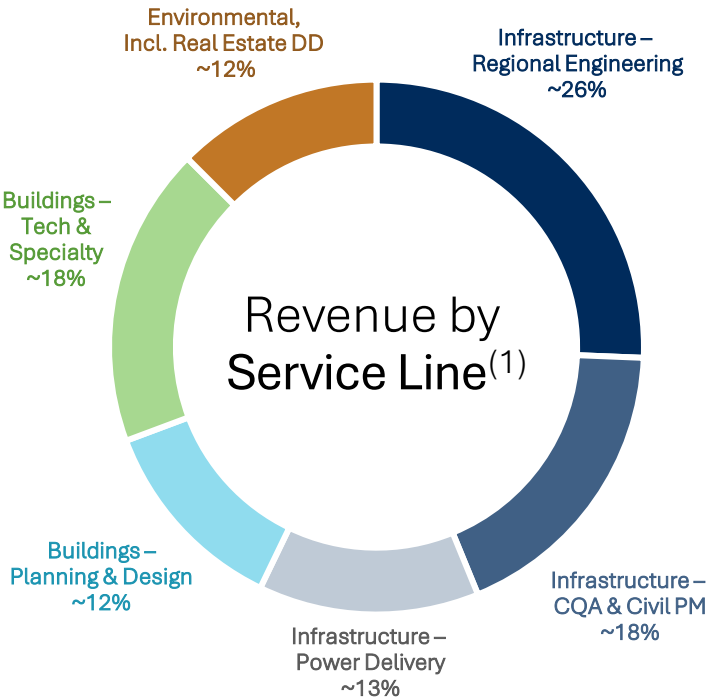
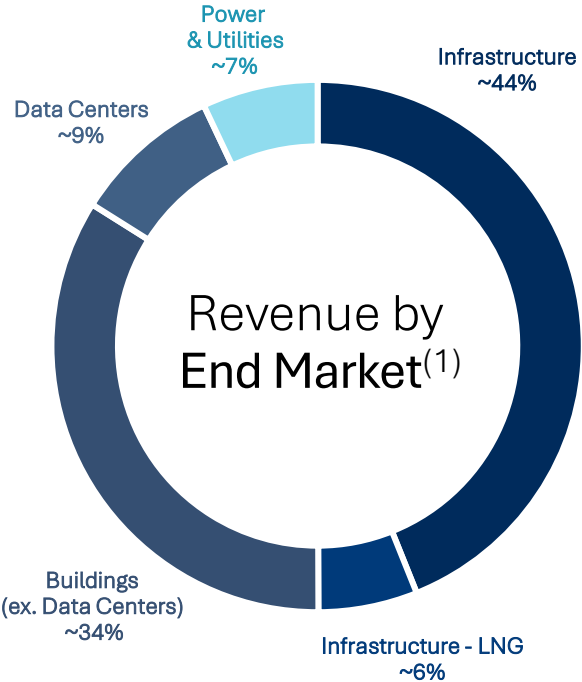
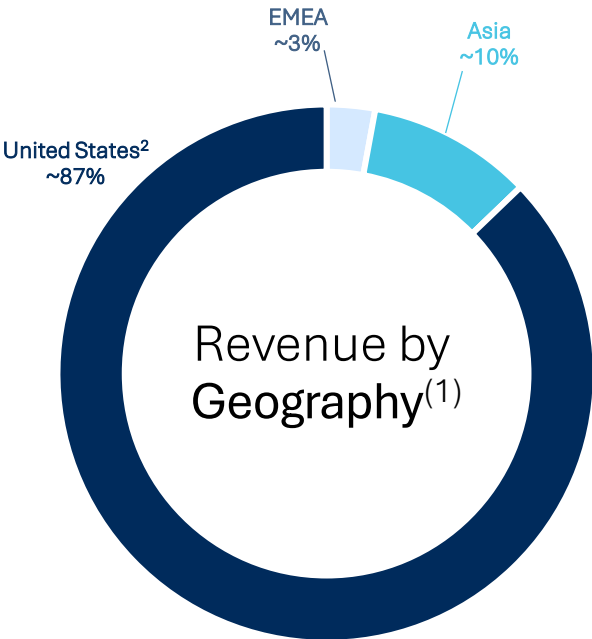
Programmatic, technically differentiated engineering across the full asset lifecycle

CE: FINANCIAL SNAPSHOT



2025 Segment Financial Profile ⁽¹⁾	\$714M Revenue	~47% Adj. Gross Margin	~4,500 Employees
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2025 Revenue Mix



(1) See footnote 2 on page 15.

CE: MEGATRENDS DRIVE DEMAND FOR CONSULTING ENGINEERING



Owners need to modernize, expand, and future-proof critical infrastructure

PRIMARY MEGATRENDS



AGING INFRASTRUCTURE



Modernization, replacement, and long-duration capital programs



INCREASING ENERGY DEMAND



Grid modernization, T&D investment, and power delivery engineering



INCREASING DATA CONSUMPTION



Data center design, commissioning, and optimization for higher density

ADDITIONAL TAILWIND



DIGITIZATION OF THE PHYSICAL WORLD

BIM, digital twins, and asset data create higher-value workflows across the infrastructure lifecycle



Megatrends + programmatic engineering + asset-light model = profitable growth

CE: POWER DELIVERY – POSITIONED FOR THE GRID MODERNIZATION SUPER-CYCLE



Power Delivery extends **TiC** into regulated, high-technical-content utility capital programs with repeatable potential



Full-Service Platform Across the T&D Value Chain

- Bundled T&D, substation, and fire hardening capabilities through one integrated team
- Differentiated capabilities including renewable interconnection, battery storage, SCADA and owner’s engineering



Embedded, Recurring Revenue and Deep Industry Relationships

- Programmatic multi-year programs and long-term MSAs with 20+ major utilities

End-to-End Power Delivery Lifecycle



Planning &
Feasibility



Engineering &
Design



Procurement
Support



Construction
Management



Substations &
Transmission



Distribution
System Upgrades



SCADA, Protection &
Automation



Operations &
Maintenance Support



700+
Miles Designed

Underground hardening design, past 4 years



17
Utility Relationships
With 15+ Years of Service



National Utility Footprint
Projects in 40+ states across
voltage levels and utility types

CE: WHY WE WIN – STRONG RELATIONSHIPS & REGIONAL / NICHE EXPERTISE



Embedded in Regulated, Mission-Critical Infrastructure

- Long-standing client relationships across utilities, DOTs, municipalities, hyperscalers, and developers in regulated, high-liability environments
- Repeatable programmatic engagements with **multi-year visibility**

Drives **recurring & programmatic** revenue



Regional Density + Niche Technical Depth

- Local market presence and relationships, backed by the scale and resources of a **national platform**
- **Regional engineering depth** across transportation, water, power delivery, and buildings

Improves win rates in right-to-win verticals



High Barriers to Entry

- **Licensed engineers and credentialed professionals** in regulated markets
- Pre-qualification requirements and agency approvals
- **Long-standing MSAs** and embedded project roles

Limits competitive displacement

CE: INFRASTRUCTURE – NOTABLE WIN: FIFTH AVENUE REDESIGN



Pedestrian-priority redesign of an American icon

Future of Fifth Ave.

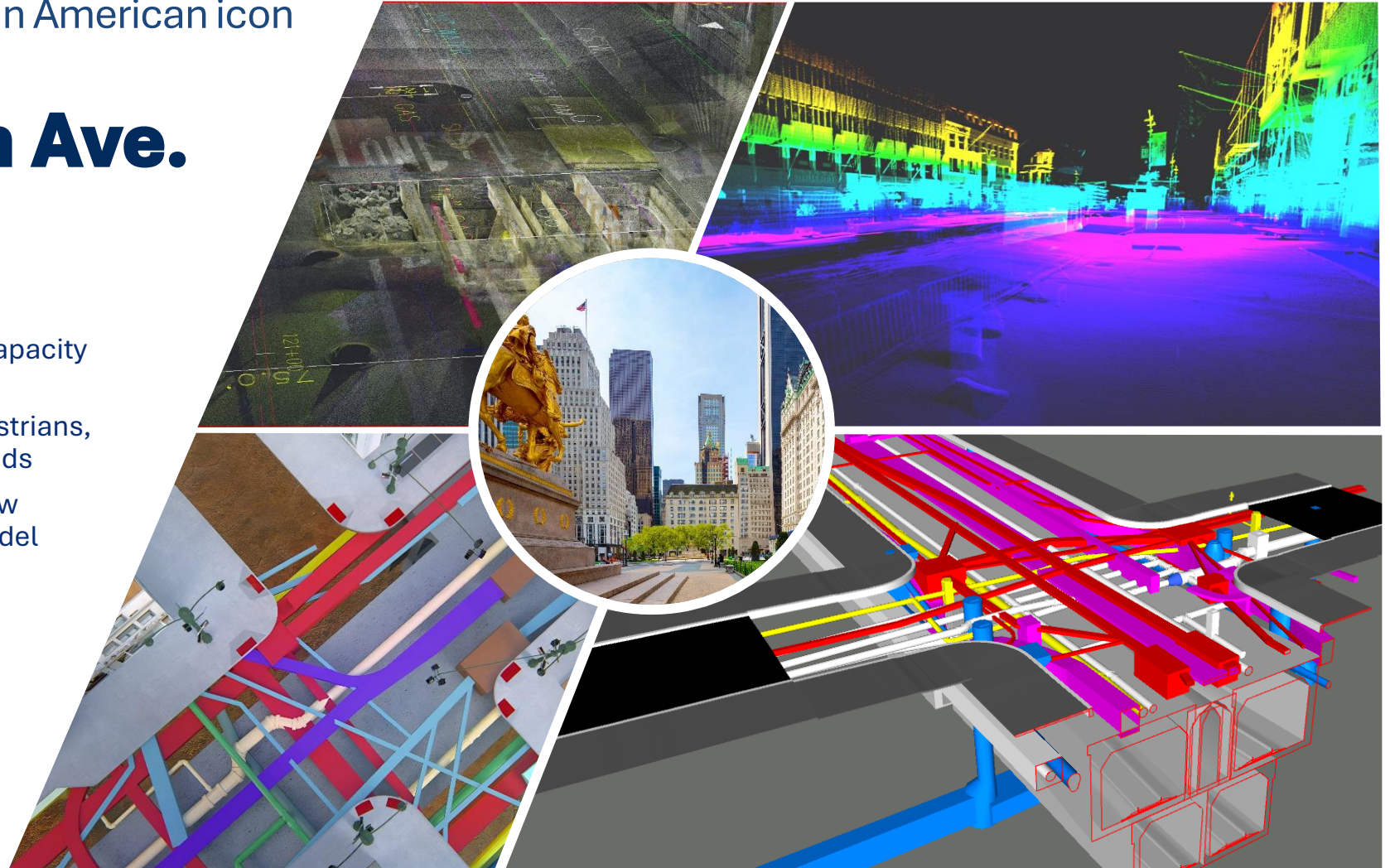
Midtown Manhattan

Future-Proofing Urban Mobility

- Pedestrian-priority redesign to expand capacity for high-volume foot traffic
- Balanced corridor planning across pedestrians, vehicles, curbside, and public realm needs
- Combining LiDAR Scanning above / below ground to develop Infrastructure BIM Model
- Allowing NYC, for the first time, to have a working model of all the public infrastructure within the right-of-way

Lead partners:

Fifth Avenue Association
NYC DOT
NYC EDC



CE: HIGH-GROWTH VERTICALS & SERVICE LINE EXPANSION



Priority End Markets



Utility Grid Modernization

- Grid hardening
- Power delivery investment



Data Centers & Digital Infrastructure

- Design, commissioning, optimization of power and cooling systems



Water, Sustainability & Environmental

- Transmission siting, permitting & water quality compliance



Transportation Infrastructure

- Federal and state funding support
- Aging asset replacement



High-Value Service Lines

Commissioning & Program Management

- Embedded in long-duration programs
- Growing scope and repeatability

Power Delivery Engineering

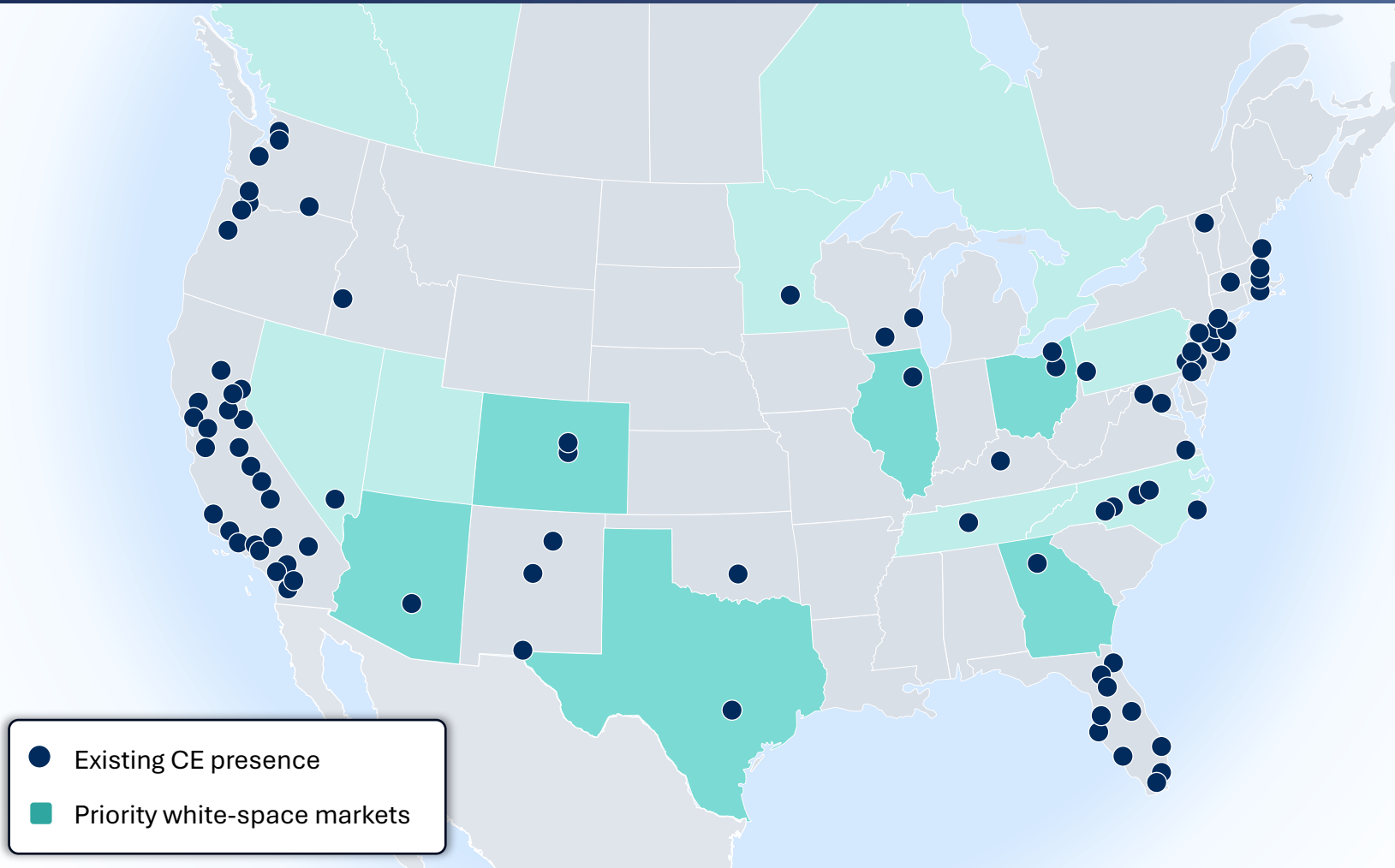
- Grid design and transmission planning
- Undergrounding and system hardening

Environmental & Permitting Services

- Permitting and compliance support
- Resilience-related consulting and approvals

Prioritizing long-duration, programmatic capital cycles with **strong funding visibility**

CE: SIGNIFICANT RUNWAY TO BUILD LOCAL MARKET DENSITY IN NORTH AMERICA



Runway to Build Density in Underserved Markets

- Established presence in coastal and high-density infrastructure markets
- White-space opportunity in priority utility, infrastructure, and data center corridors
- Hiring + targeted M&A build local density and credentials



White space is not geography alone: it is local density + credentials + **repeatable client programs**

CE: THE GLOBAL DIGITAL INFRASTRUCTURE BOOM

300+
BILLION

Projected Yearly Data Center
Infrastructure Capex

24
GW

Projected Yearly Data Center
Capacity Increase

1T+
USD

Yearly Projected Data Center
Total Capex

27%
CAGR

APAC Data Center Capacity
Growth in the Last 5 Years

CE: DATA CENTER INFRASTRUCTURE – THE MARKET EXPANSION



NAM

\$120B+

EU

\$60B+

APAC

\$80B+

ME

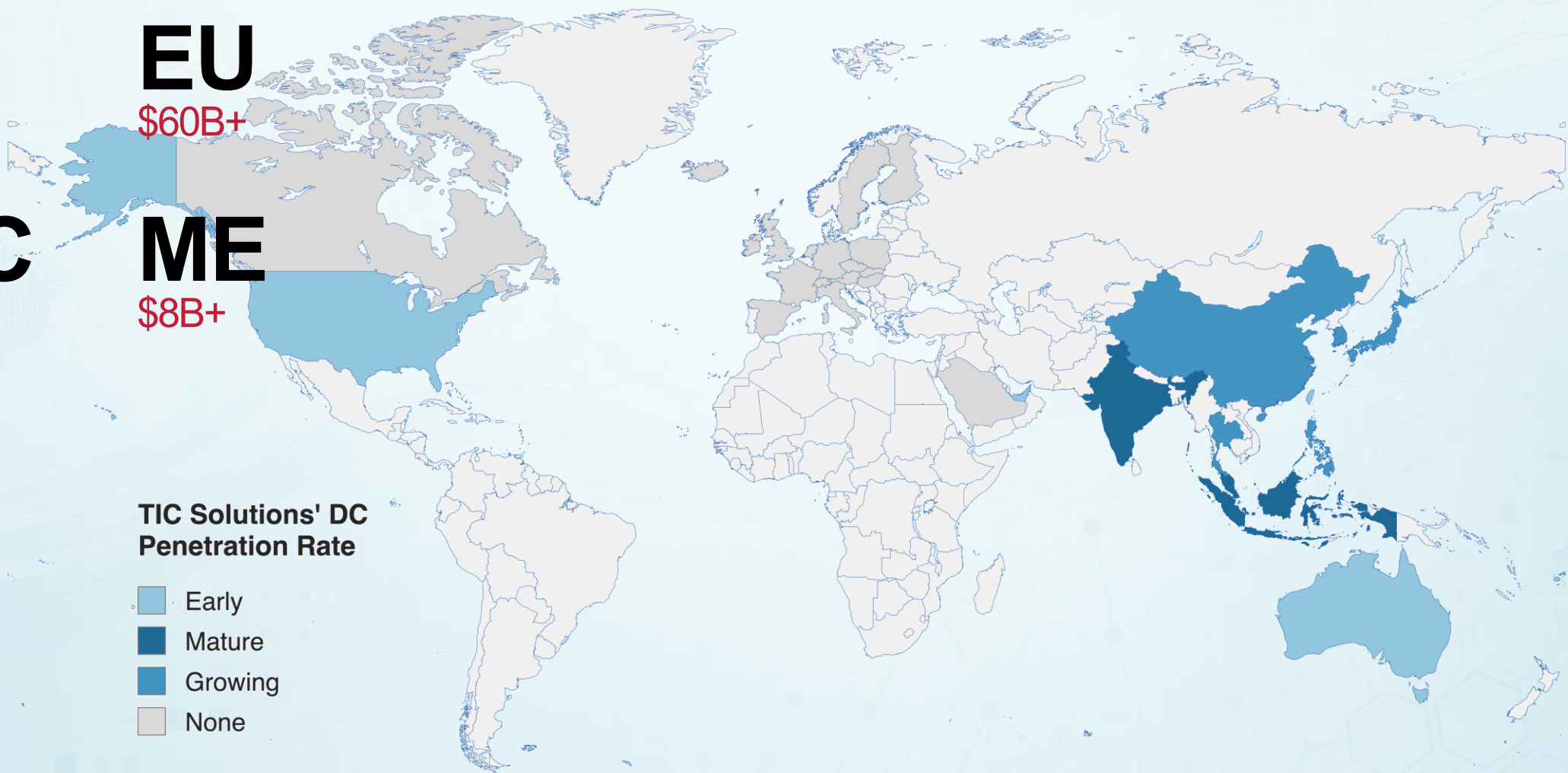
\$8B+

ANZ

\$8B+

TIC Solutions' DC
Penetration Rate

- Early
- Mature
- Growing
- None



CE: DATA CENTERS – SCALED, REPEATABLE ENGINEERING PLATFORM



Global Deployment Footprint

- 700+ data center-focused professionals across 10 countries supporting hyperscale rollouts across North America, Asia, and EMEA



Repeatability & Incumbency

- High re-appointment rates and multi-site rollouts enable standardized replication across design and commissioning
- Embedded through long-duration global MSAs



Visibility Profile

- Hyperscaler pipelines provide ~12+ months of visibility, typically 24–36 months

Scope & Lifecycle Positioning

Core Commissioning & Power Scope

- DC design & commissioning
- Substation design and commissioning
- Utility coordination and interconnection
- BIM, CFD & ETAP modeling and performance verification & optimization

Increasing Scope Density per Site

- Engineering and commissioning-led entry expands into adjacent scopes
- Structural, civil, fire protection, and digital services layer onto core power and MEP work

Multi-region hyperscale deployments drive repeatable, programmatic revenue

CE: DATA CENTERS – AI-DRIVEN POWER INTENSITY & MARGIN PROFILE

Asset-light model aligns with increasingly complex, equipment-driven capital cycles



Structural Demand Acceleration

- AI data centers require 2x – 8x more electricity, cooling, and airflow
- Projected to reach ~12% of U.S. power consumption by 2028
- U.S. data center electricity demand at ~15% – 20% CAGR to 2030



Power Intensity Drives Revenue per Contract

- Commissioning revenue scales with equipment and testing scope
- Revenue per contract increases as electrical and cooling intensity rises



Asset-Light Contract & Margin Structure

- No fixed-price construction or EPC exposure
- Engineering-led, utilization-driven margin model

Higher rack & power density → Greater engineering scope → Durable, asset-light margins

CE: DATA CENTERS – ENGINEERING FOR HIGHER-DENSITY INFRASTRUCTURE

Model-based design, CFD analytics, and code compliance convert complex challenges into scalable client value



Site Selection

- Navigate complex safety and permitting requirements globally
- Support environmental, fire-safety review and approval process
- Supported recent Singapore CFA2 capacity tender for multiple clients

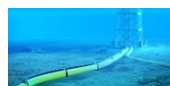


Permitting and Environmental



Power & Connectivity

- Secure and expand connectivity beyond APAC into other regions
- Working with global hyperscalers and telecoms to expand connectivity

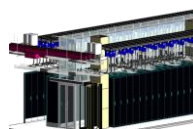


Subsea cable



BIM-Led Design Coordination

- Coordinate critical infrastructure before construction
- Resolve field conflicts early
- Convert design into construction-ready delivery packages

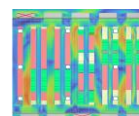


Coordination from concept to install



Thermal / CFD Risk Modeling

- Model airflow and failure scenarios
- Identify thermal risk / hotspots without disrupting live facilities
- AI data hall: improved cooling performance and reduced reliability risk



Modeling of peak temperatures



Commissioning

- Support key clients as they enter new frontier markets
- Support Cx process
- Assisted leading global hyperscalers in expanding across APAC markets



Commissioning Liquid –cooled DC



Capacity & Site Optimization

- Recover constrained IT capacity
- Reduce excess utility / support space
- Osaka example: achieved target 28MW IT capacity with ~30% space reduction for client



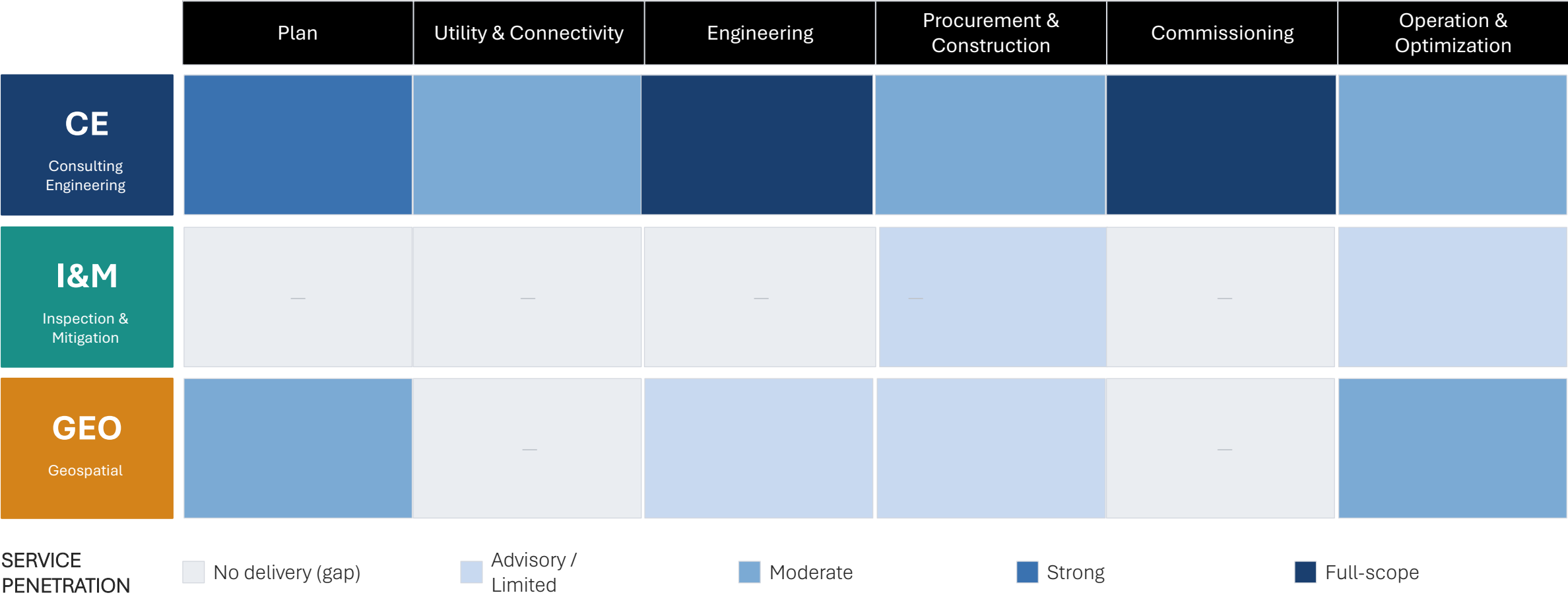
Space reduction / optimization

Repeatable platform: broader **scope**, lower **capex risk**, faster **permitting**, and greater **resilience**

CE: DATA CENTERS – SERVICE PENETRATION ACROSS INFRASTRUCTURE LIFECYCLE



Shaded cells indicate active service delivery — depth reflects intensity. Gray = untapped opportunity.



CE: ASSET DIGITIZATION – CASE STUDY: RETAIL SCANNING



3D capture at scale for AI-enabled retail applications

1,000+

Stores Scanned

Site-level spatial data for AI sensor deployment

Repeatable Delivery Model at Scale

- 3D capture and blueprinting
- Route-optimized field execution
- Standardized QC deliverables
- Expanded scope with prime partner
- 6 business units coordinated

Physical-world data layer and tools for deployment of next-generation tech



CE: AI IMPROVES CAPTURE, DELIVERY & EXECUTION



1



Project Capture

- **Faster RFP Response**

AI-assisted research, compliance checks, and proposal drafting

- **Smarter Scoping**

Use past projects, internal knowledge, and market data

2



Engineering Delivery

- **Standards and QA/QC Automation**

Drawing reviews, clash detection, and code checks

- **Document and Data Intelligence**

Summaries, requirements extraction, and field data integration

- **Model-Based Workflows**

BIM, digital twin, and model coordination

3



Execution

- **Visibility and Utilization**

Real-time data and dashboards across proposal, design and delivery

- **Smarter Staffing**

Match skills to work and reduce bottlenecks

- **Consistency & Risk Management**

Standardized processes, knowledge reuse, and alerts



Better Proposal Quality

Stronger, more data-driven proposals



Faster Delivery

Less rework and faster time to complete



Higher Productivity and Margin

Do more with the same resources

AI will increasingly help us **win more**, **deliver better**, and **convert capabilities into superior execution**

CE: PRODUCTIVITY AND OPERATING LEVERAGE DRIVE MARGIN EXPANSION



Productivity at Scale

- Reduced pre-award cost per pursuit expands **win margin** before a project starts
- Lower cost-to-complete on recurring programs directly **lifts delivery margin** as volume grows
- Higher billable utilization of Senior and SME talent **increases revenue per head** without adding headcount



Operating Leverage at Scale

- Earlier project wins through MSA and program structures improve **revenue quality** and reduce cyclicalities
- Shared infrastructure and centralized capabilities drive **fixed cost absorption** as we grow via service line expansion
- Higher-value commissioning and program management mix carries **structurally better margins**



CONSULTING ENGINEERING SUMMARY



Mandated, high barrier to entry business with exposure to **long-duration infrastructure super-cycles**



Recurring, programmatic revenue model with **multi-year MSAs**



Quality-based selection on many **public sector opportunities**



Existing geographic and technical scale is a great platform **for ongoing M&A**



Long history of **delivering on commitments**



TiC
Solutions

BREAK

INSPECTION & MITIGATION (I&M)



Shamus Sullivan

President, Inspection & Mitigation

I&M: NON-DISCRETIONARY MISSION-CRITICAL SPEND



A true lifecycle partner for operationally important asset integrity work

~52% of TIC Solutions 2025 Revenue⁽¹⁾

- ✓ Leading North American asset integrity platform
- ✓ Critical inspection, access, and diagnostics expertise
- ✓ Recurring, compliance-driven demand



1. Core Capabilities

- **Nondestructive Testing (NDT) and Inspection**
Core integrity decision engine
- **Industrial Rope Access**
Lower-cost access advantage
- **Engineering & Lab Services**
Failure analysis and reliability expertise



2. Demand Drivers

- Regulatory and best practice inspection requirements
- High cost of failure and uptime sensitivity
- Aging industrial infrastructure; deteriorating reliability
- Recurring asset integrity activity

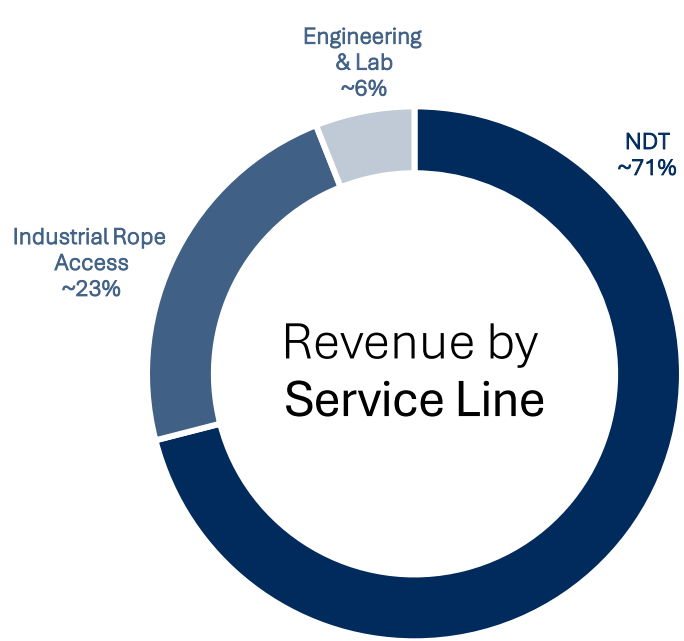
I&M: FINANCIAL SNAPSHOT

2025 Segment
Financial Profile⁽¹⁾

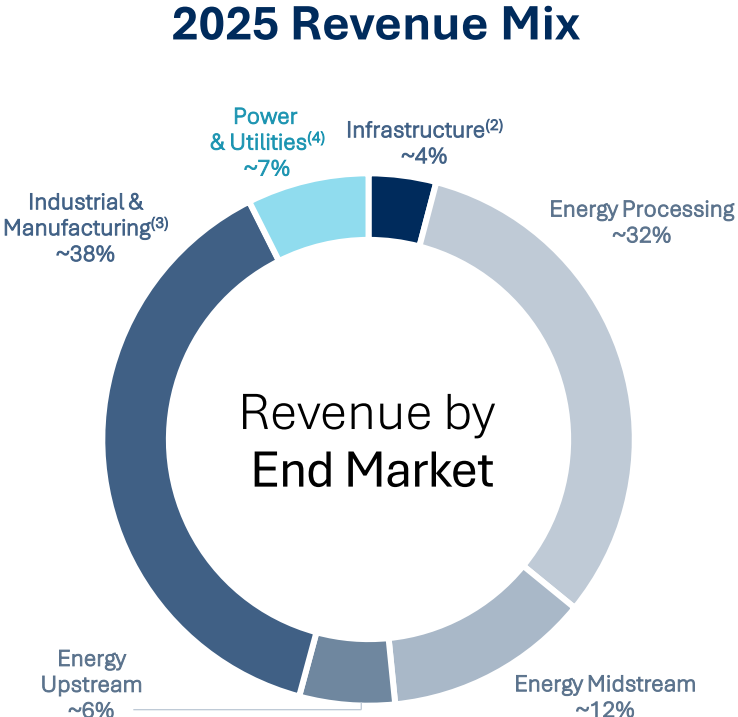
\$1.1B Revenue

~28% Adj. Gross Margin

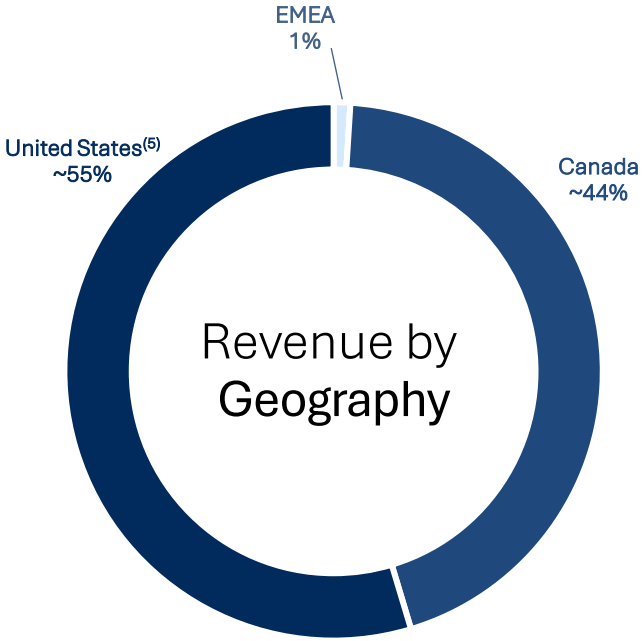
~6,700 Employees



Specialty labor delivery model
Structurally lower overhead vs. CE / GEO



Embedded, recurring customer base
across essential markets



Expansion opportunity in US and select international

(1) See footnote 2 on page 15.
(2) Includes Civil / Municipal, Railroad, LNG, and Marine.
(3) Includes Chemical, Fabrication / Manufacturing, Metal Mining & Processing, Pulp & Paper, Aerospace & Defense, Agriculture & Food, Auto and Others.
(4) Power Generation, including Fossil Fuel (Coal, Gas), Wind, Nuclear, and Hydro.
(5) Includes legacy Acuren's United Kingdom revenue.

I&M: PENNIES ON THE DOLLAR, DOLLARS ON THE LINE

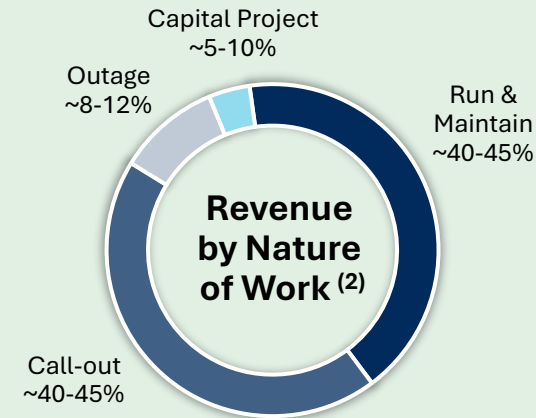


Small Portion of Customer Spend.
Critical to **Preventing Costly Failures and Unplanned Outages.**

~1-2% of customer site opex⁽¹⁾, while directly protecting **uptime, safety, and regulatory compliance**



“ Failure to inspect is far more expensive than inspection itself.”



Run & Maintain, Call-out and Outage scopes are primarily tied to recurring site-based activity

Mandated inspections with defined frequency and volume

Driven by high-stakes safety, regulatory, and insurance requirements

Majority of work tied to recurring site-based activity (Run & Maintain + Call-out + Outages)

I&M: MEGATRENDS DRIVE DEMAND FOR INSPECTION & MITIGATION



PRIMARY MEGATREND

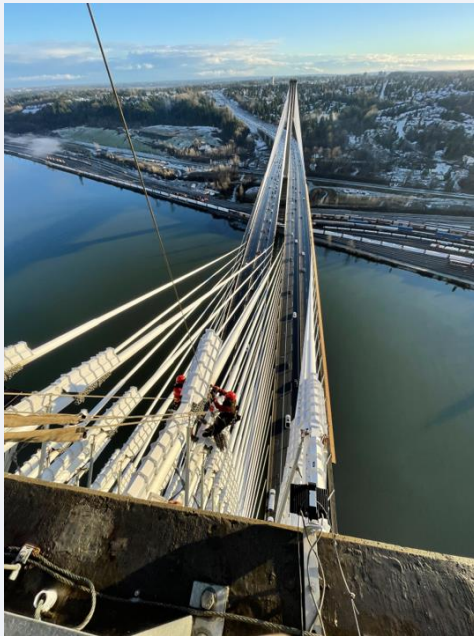


AGING INFRASTRUCTURE

- Aging infrastructure **requires** more inspection
- Higher utilization increases failure risk
- Aging infrastructure **exceeds** design life



Wind turbine blade inspection and repair



Infrastructure snow and ice mitigation

Aging infrastructure + rising energy demand
= ↑↑ asset stress + asset integrity need

Market proof points

- U.S. refineries average 40+ years in age
- 45% of U.S. bridges are 50+ years old
- Higher utilization increases asset stress and failure risk
- Energy transition adds new assets, not replacement demand

These megatrends drive the **volume and complexity** of asset integrity and data-driven reliability solutions.

More frequent inspection requirements

Increased maintenance and outage activity

Greater need for data-driven reliability insights

I&M: WHY WE WIN – SCALE AND LOCAL DENSITY

- Meaningful coverage + capacity = right-to-win on complex programs
- National footprint with local density in priority regions
- Customer proximity supports **faster staffing** and **easier mobilization**
- Enterprise account coverage across **multi-site programs**
- Ability to deploy **100s of technicians** for large or specialized scope

Expansive Platform with Strong Presence & Leadership Advantages

~8,000+
Customer
Sites

~6,700
I&M
Employees

~5,500
Technicians /
Direct Labor⁽¹⁾

~130
Total Field
Service Centers

22
Engineering & Lab
Services Locations

10
Strategic
Regions

Why Density Matters



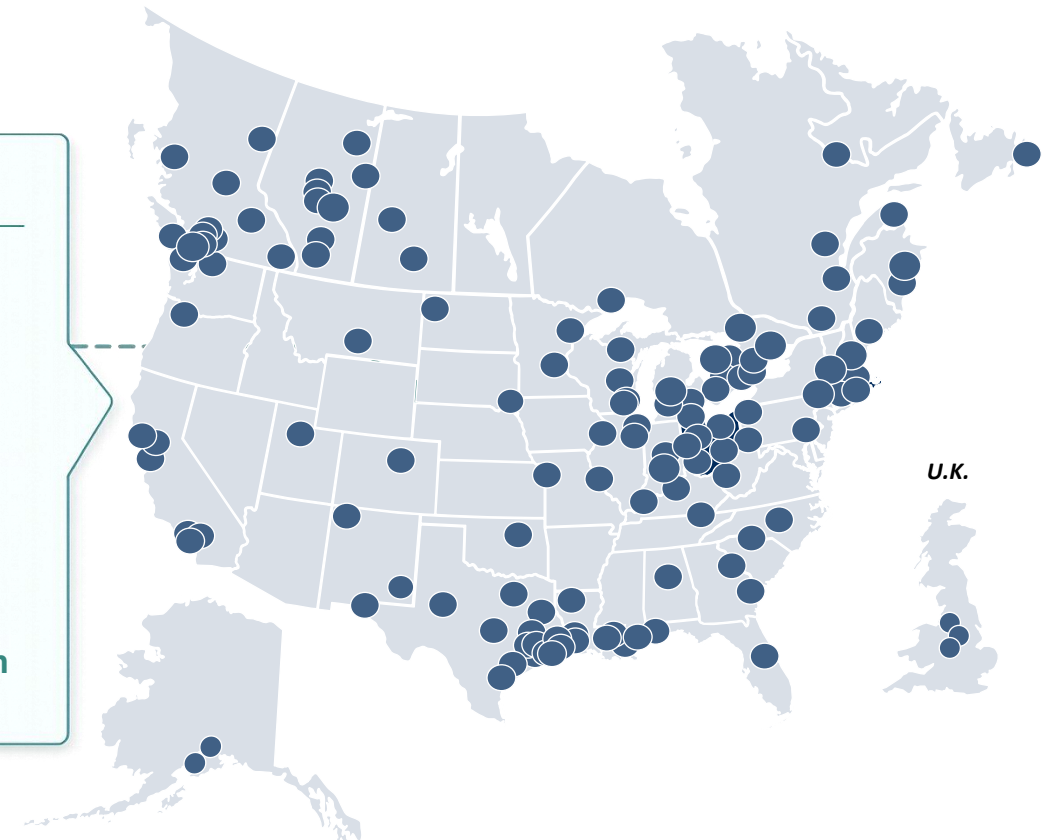
Improves **win rates** in
outage and call-out work



Accelerates **response times**
for urgent customer needs



Dense technician and fleet
coverage improves **utilization**



I&M: WHY WE WIN – WORKFORCE AND SAFETY CULTURE



Largest technician base in North America creates a **labor moat**

Aging workforce and declining trade entry make our **certified labor scale**, **training**, and **safety performance** increasingly valuable.

- Certified workforce + safety culture = permission to operate in high-consequence environments
- In-house training and certification
- Technician depth across NDT modalities, rope access, and engineering disciplines



Specialized labor for high-consequence access

- Market leader in specialized labor, including rope access and unionized NDT technicians
- **Best-in-class safety performance with I&M TRIR of 0.11**



Oil refinery turnaround



Trusted by customers for **thorough, reliable execution** that helps prevent unplanned outages

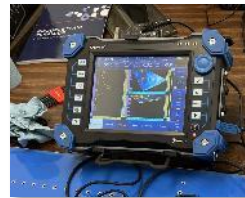
I&M: WHY WE WIN – BREADTH OF SERVICES



Our broad tools and capabilities **increase scope capture** and **strengthen enterprise account value**

- **Broad portfolio** of inspection, access, integrity, lab, and specialty services
- **Embedded in high-risk, high cost-of-failure environments**
- **Ability to bundle** to drive value with customers:
 - **Lifecycle partnership** supports larger account and deeper share of wallet
 - **Reduces customer need** to manage multiple vendors

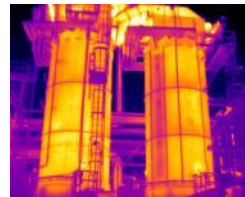
Inspection & Testing



Advanced
NDT



Ultrasonic
Testing



Infrared (IR)
Thermography



Drones &
Robotics

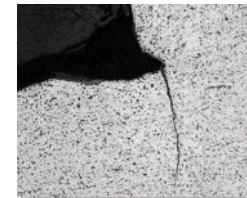


Cathodic
Protection



Conventional
NDT

Engineering & Lab Testing



Metallography



Failure
Analysis



Materials
Testing



Reliability
Engineering



Welding
Engineering



Destructive
Testing

Industrial Rope Access



NDT



V-Deck Access
Platform



Maintenance &
Repair



Wind Turbine Blade
Inspection & Repair



Welding &
Pipefitting



Electrical
Solutions

I&M: PRIORITY GROWTH IN SERVICE LINES, END MARKETS, AND SHARE OF WALLET

Deploying **differentiated capabilities** into **attractive end markets** and **expansion geographies**

1 Higher-Value Service Lines



Drone & Robotic Inspection



Industrial Rope Access



In-Lab NDT



Specialty Engineering

Supports quicker and safer access, better diagnostics, and more complex scopes

2 Priority End Markets



Aerospace



Manufacturing



Power & Utilities



Infrastructure



Wind / Renewables



Data Centers

Targeting asset-intensive, uptime-critical environments

3 Geographic White Space & Share of Wallet



Select US Regions



CAN & Select International



Existing Customers



Broader Specialty Deployment

Expanding in high-potential areas & deepening relationships



I&M: INDUSTRIAL ROPE ACCESS – ONE MOBILIZATION, MULTIPLE SERVICES

Safer, faster, lower-cost alternative to scaffolding in uptime-sensitive environments

Specialty Craft Services

Inspection and NDT

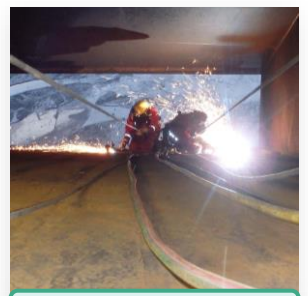
Advanced inspection and testing services, including conventional and advanced NDT



Advanced NDT

Coating & Blasting

Surface preparation and application of protective coatings for tanks, vessels, and structural steel



Sand Blasting

Welding & Pipefitting

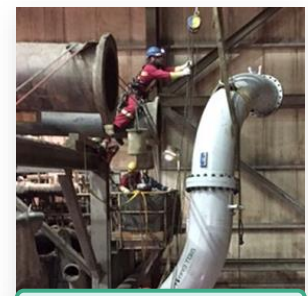
Welding and mechanical services including vessel, tank, and valve installation, replacement, and repair



Valve Replacement

Hoisting & Rigging

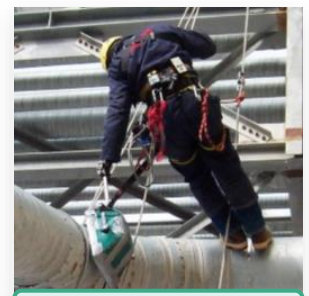
Engineered hoisting and rigging solutions for complex lifting and installation projects



Heavy Lifting & Hoisting

Insulation & Asbestos Abatement

Industrial insulation and asbestos abatement services for vessels, tanks, and structural assets



Asbestos Abatement

V-Deck Access Platform

Proprietary modular access platform
Acuren holds exclusive Canadian rights



V-Deck Access Platform

I&M: INDUSTRIAL ROPE ACCESS – STRUCTURALLY ADVANTAGED



Faster, safer, lower-cost – we **expand scope** and **reduce downtime** in high-consequence environments

Customer ROI vs. Scaffolding



30 – 60%
Average Cost Savings
vs. Scaffolding⁽¹⁾



30 – 80%
Average Time Savings
vs. Scaffolding⁽¹⁾



0.07
Acuren Average
Rope Access TRIR

Why Customers Adopt



Reduced Cost



Shorter Schedule



Improved Safety



Expanded Reach
Confined, elevated,
restricted areas

Why TIC Wins



Market-Leading Platform

Training, certification,
and safety infrastructure



Scope Expansion

Access, expansion, repair,
coating, welding, specialty craft



Penetration Runway

North America estimated at ~5-
10% vs. ~15-20% in Europe for
work-at-height applications⁽¹⁾



1 MOBILIZATION | MULTI-SKILLED CREW | BROADER SCOPE | BETTER MAINTENANCE ECONOMICS

I&M: ROPE ACCESS INFRASTRUCTURE SOLUTION



Murray MacKay Bridge

- **4,000-foot suspension bridge** connecting Halifax and Dartmouth, NS
- Opened 1970; now beyond its original **50-year design life**, leading to frequent maintenance and closures



- **Full lifecycle delivery** of a suspended access system under suspension bridge
 - ~180,000 sq ft coverage



- Enables safe, repeatable inspection and maintenance over a **10-year period**



- Supports **life extension** of critical infrastructure in a live marine environment



- **Scope expansion** through inspection, engineering, and industrial rope access support



Why TIC Won

- **Fully integrated solution**
- **Local delivery** reduced cost and improved stakeholder acceptance
- **Modular, reconfigurable platform** vs. rigid competitor systems
- **Lower total cost of ownership**
 - 10-year system life (vs. 5-year competitor cycle)
- **Strong commercial positioning**
 - Side-by-side competitor comparison influenced client decision

I&M: DRONE INSPECTIONS EXPAND REACH

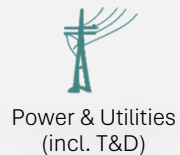


Tech-enabled inspections **expand access**, **improve safety**, and **increase productivity** across I&M

Strategic Value: Access & Safety

- Accesses at-height, energized, and confined environments with less manual exposure
- Complements rope access by reducing manual access, scaffolding, and shutdown requirements in work scopes
- Captures repeatable visual, thermal, and geospatial data faster than traditional methods

Representative Industries Served



Scaled Deployment

- Deployed across utilities, industrial sites, and infrastructure assets
- Supports recurring inspection programs across distributed customer locations
- Enhances technician productivity and workflow standardization at scale

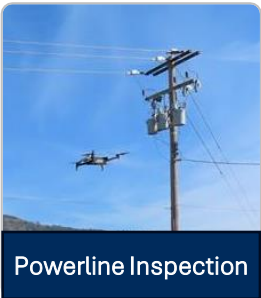
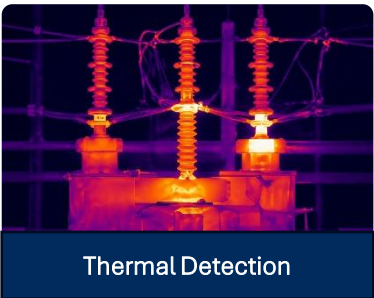
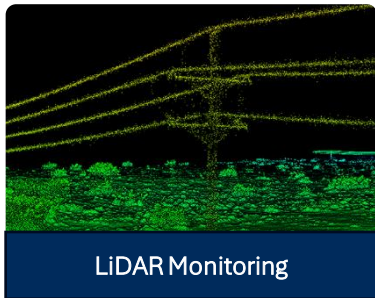
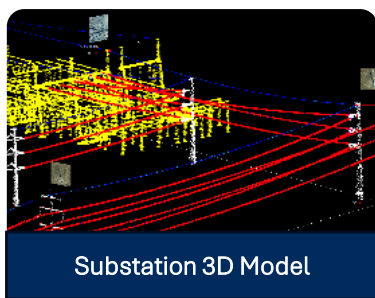
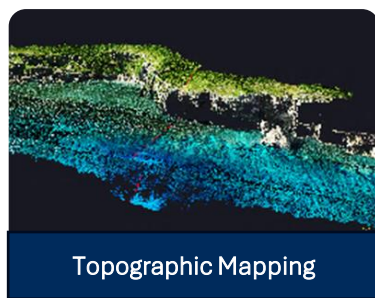


I&M: UTILITY DRONE INSPECTIONS

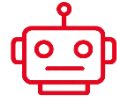


Drone inspections help utilities identify asset issues earlier and plan maintenance more effectively

Customer Need	The TIC Solution	Customer Value
 Inspect distributed T&D and substation assets	 Overhead powerline inspections	 Improved worker safety
 Identify thermal issues, vegetation encroachment, and asset condition	 Substation thermal and visual inspections	 Faster issue identification
 Reduce field exposure and manual inspection time	 Vegetation and right-of-way monitoring	 Better cost prioritization
	 LiDAR and geospatial data capture	 Repeatable field execution



I&M: TECH ENHANCES INSPECTION; FIELD EXECUTION REMAINS ESSENTIAL



ROBOTICS



CERTIFIED EXPERTS



Facility Access is Complex



Cannot reliably navigate **confined, elevated, restricted areas**



Safely access and inspect **complex field environments**



Every Asset is Different



Cannot adapt to **pipings, vessels, tanks, welds** and operating conditions



Adapt methods to each **asset, material, design, and operating condition**



Accuracy Requires Judgment



Cannot confirm **test coverage or measurement quality**



Verify coverage, interpret results, and confirm **measurement quality**



Facilities Need Uptime



Cannot replace decisions needed in **live operating environments**



Inspect while you operate. **Minimize downtime. Maximize reliability.**

Tech-enabled inspections **deliver trusted data** without disrupting operations

I&M: BUILDING THE ASSET INTELLIGENCE LAYER ACROSS INSPECTION

TiC is converting critical inspection data into targeted field tools today and scalable Asset Intelligence over time

1 We Own the Critical Data Position



- **Embedded at decision points:** Inspection data informs outage scope, return-to-service decisions, damage mechanisms, and reliability risk
- **High-value data already exists:** We touch **thousands of assets across high-consequence facilities**
- **Opportunity:** Convert field access and inspection history into structured intelligence

2 Build at the Micro Level, then Scale



- **Start with targeted use cases:** Prioritize workflows with **clear customer value and measurable ROI**
- **Connect the data:** Standardize ARES workflows and link reports, photos, history, sensors, and requests
- **Prove, then expand:** Validate adoption and productivity before scaling across sites, clients, and service lines

3 AI Tools are Making Scale Easier



- **Lower implementation cost:** AI, analytics, automation, and dashboards reduce complexity
- **Faster customer deployment:** Build customer-specific solutions and portals more quickly
- **Path to differentiation:** **Leverage developers and digital capabilities across TiC** to move from data collection to visibility, recommendations, and planning tools

Near-term focus: **prove value in targeted workflows**. Long-term opportunity: **scale TiC Asset Intelligence**.

I&M: MARGIN EXPANSION DRIVEN BY PRODUCTIVITY AND OPERATING DISCIPLINE



Revenue Per Technician & Productivity

- Disciplined scheduling, field planning, and stronger demand capture support **more billable technician hours**
- Digital inspection workflows and reporting **reduce cycle times** and improve tech productivity
- Standardized field workflows and image interpretation tools will support repeatable productivity gains



More productive field work and optimized workflows

Pricing & Cost Discipline

- Standardized pricing thresholds, contract templates, and bid review improve work selection and **protect returns**
- **Disciplined indirect cost management** and fixed cost base across fleet, safety, training, and procurement drives operating leverage
- Cross-border operating model transfers **proven best practices** between Canadian and U.S. field operations



I&M expands margins through **higher revenue per technician, disciplined pricing, and operating leverage**

INSPECTION & MITIGATION SUMMARY



Resilient, recurring, mission-critical business tied to uptime, safety, regulatory compliance, and **recurring asset integrity needs**



Aging infrastructure and higher utilization drive more frequent inspection, maintenance, outage, and **reliability requirements**



Hard-to-replicate platform advantages across scale, density, certified labor, safety, technical breadth, and **customer relationships**



Multiple growth vectors through higher-value services, geographic white space, specialty deployment, and **deeper wallet share**



Margin expansion supported by execution discipline across productivity, pricing, utilization, and **operating leverage**

GEOSPATIAL (GEO)



Kurt Allen
President, Geospatial

GEO: WHAT IS GEOSPATIAL?



Turning the physical world into actionable intelligence – from data to solutions.

Geospatial combines **data capture, analytics, software, and domain expertise** to help clients understand **where assets are, what condition they are in, and what action to take**.



ACQUIRE

Collect data from the physical world using advanced platforms and sensors



Satellites



Aircraft



Vessels



Drones



ANALYZE

Transform raw data into intelligence using advanced technology, software, and expertise



AI &
Machine
Learning



Software
(ENVI)



GIS & Spatial
Analytics



Proprietary
Workflows



ANSWER

Deliver actionable insights and solutions that support better decisions and measurable outcomes



Asset
Management



Risk &
Resilience



Operations &
Maintenance



Decision
Support

A large, growing tech-enabled market at the intersection of data, infrastructure, and operational intelligence.

GEO: WHO WE ARE AND WHAT WE DO



~14% of TIC Solutions 2025 Revenue⁽¹⁾

- ✓ Geospatial data collection, mapping, analytics, and software-enabled decision support
- ✓ Scaled across federal, defense, utility, and commercial markets
- ✓ Multi-year, mandated programs with embedded recurring demand



1. Core Capabilities

- **Data Collection & Mapping**
Airborne, terrestrial, and marine environments
- **Analytics & Data Processing**
AI-enabled classification, extraction, and QA
- **Enterprise Software & GIS**
Proprietary analytics, eGIS, client system integration



2. Demand Drivers

- Federal agency, defense, and national security mandates
- Utility and infrastructure asset management and capital planning cycles
- Climate resilience, water security, and natural resource monitoring

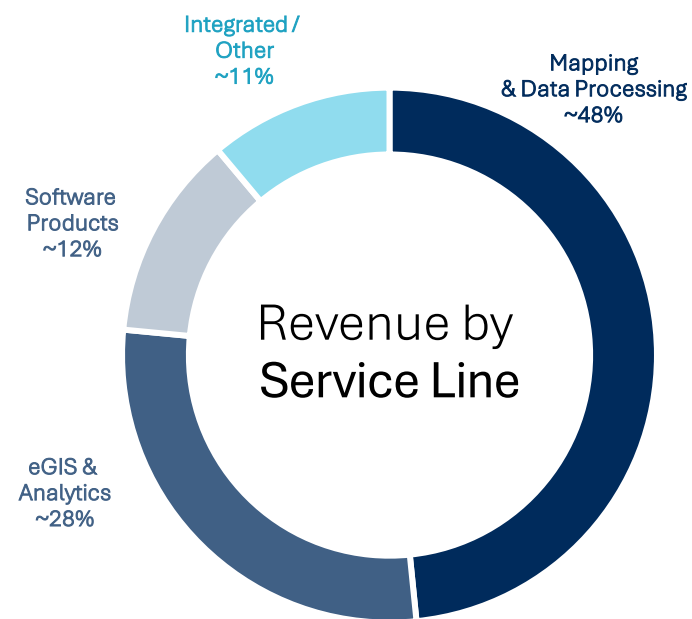
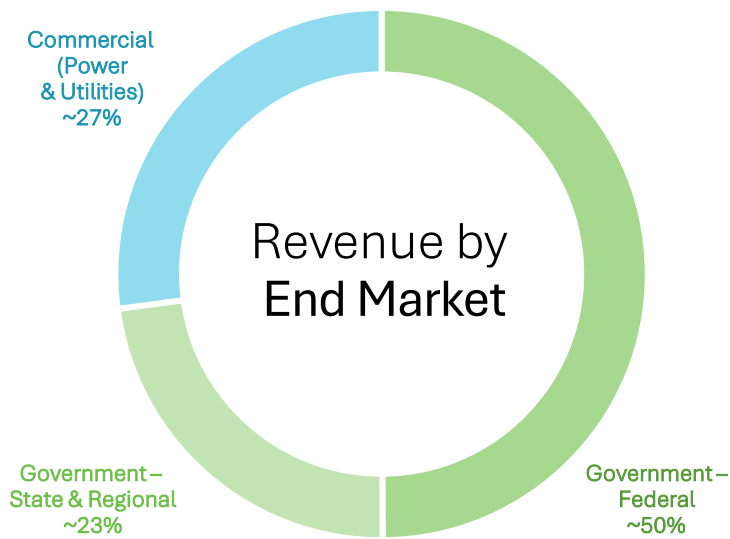
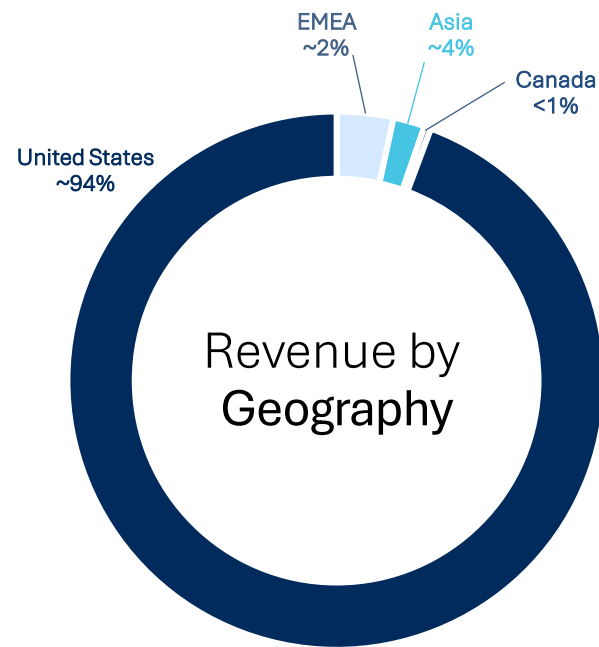
Integrated data-to-decision platform embedded in mandated programs in government, utilities, and infra

GEO: FINANCIAL SNAPSHOT



2025 Segment Financial Profile ⁽¹⁾	\$298M Revenue	~52% Adj. Gross Margin	~1,500 Employees
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2025 Revenue Mix



GEO: MEGATRENDS DRIVE DEMAND FOR GEOSPATIAL



Owners want to know what they have, where it is, and what condition it's in

PRIMARY MEGATREND

 **DIGITIZATION OF THE PHYSICAL WORLD REQUIRES GEOSPATIAL INTELLIGENCE**

GOVERNMENT & DEFENSE

- Federal defense, intelligence, and national security applications
- NOAA, USGS, and civilian agency applications for coastal, maritime, and geological monitoring



UTILITIES & INFRA OWNERS

- Map, model and manage assets across their lifecycle
- Asset intelligence for capital planning cycles
- Digital twins, GeoAI, eGIS, and analytics



WATER & NATURAL RESOURCES

- Water resource monitoring & supply forecasting
- Coastline and flood plain
- Environmental change
- Rare earth mineral applications



ADDITIONAL TAILWINDS

 **AGING INFRASTRUCTURE**

- Infrastructure asset intelligence
- Mandated maintenance and capital planning
- Asset condition data for infra programs



 **INCREASING ENERGY DEMAND**

- Transmission line & vegetation mapping
- Vegetation management
- Reduce outage risk



The physical world needs to be understood. That market is large, growing, and accelerating.

GEO: SCALED GLOBAL PLATFORM WITH MISSION-CRITICAL REACH



1,500+

Worldwide
Geospatial
Professionals

Our end-to-end
geospatial solutions
solve the world's
toughest challenges.

Completed
Projects on all
7 Continents +

182

Countries



Localized
Contracts in All

50 States

Resource Management

Climate Change

Security

Asset Management

Mobility

Public Services

Infrastructure

Environmental Resiliency

Energy

Emergency Response

500K+

Software Users
Around the World

GEO: MAPPING AMERICA'S CRITICAL MINERAL FUTURE



Federal offshore pilot positions **TiC Solutions** as a trusted integrator for complex critical mineral mapping



Deep ocean floor

Collected via box core



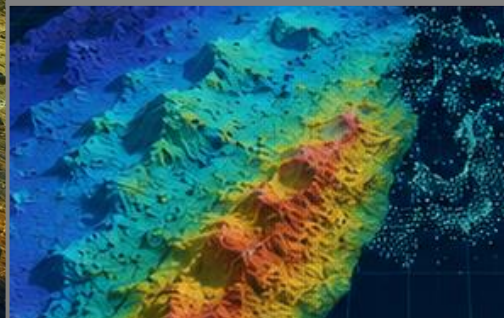
Polymetallic nodule



Integrator of complex offshore survey programs, coordinating technical workstreams and specialized marine capabilities



Autonomous survey intelligence turns data into resource planning insight



Critical mineral intelligence focused on
Mn • Ni • Co •
Cu • REE

Tens of thousands

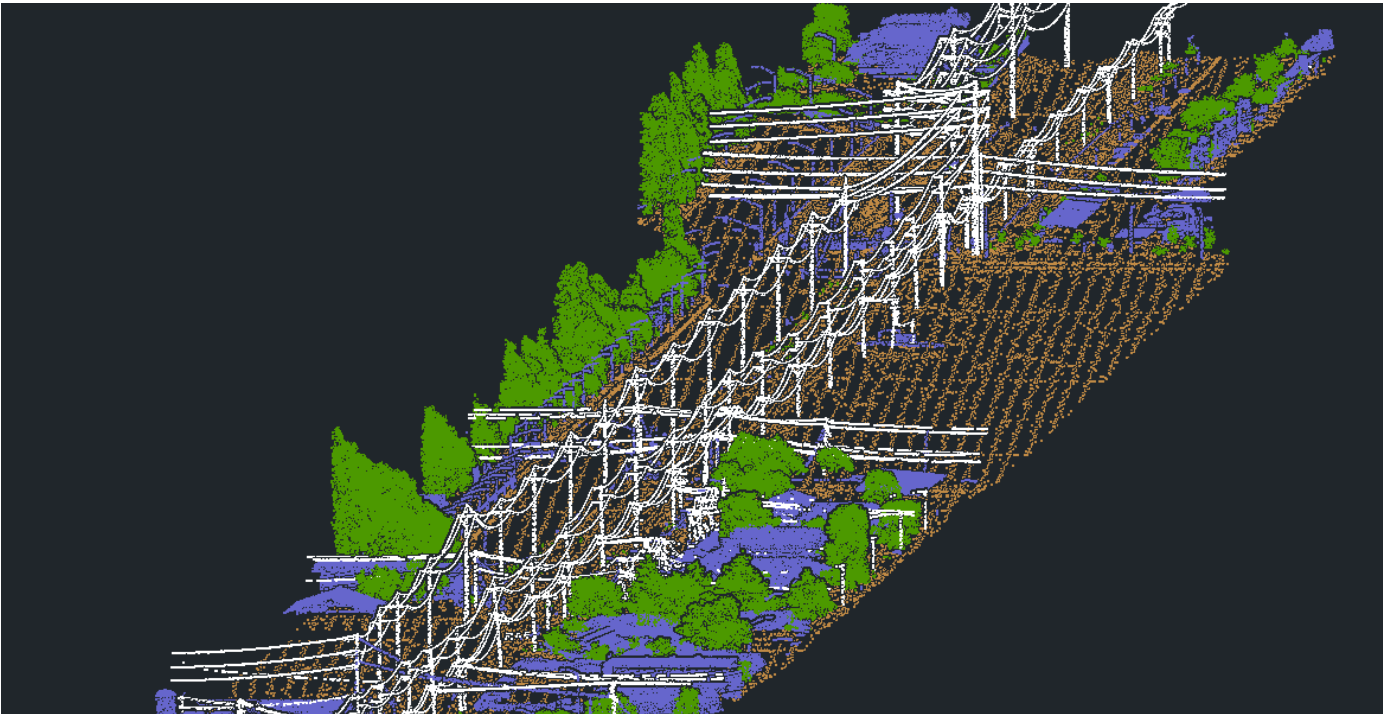
Sq nmi under survey in Pacific EEZ pilot area

- Full-stack workflow integrates vessel-based survey, AUV imagery, seafloor data, and sample collection
- Executive Order and critical mineral priorities support potential for a multi-year federal pipeline

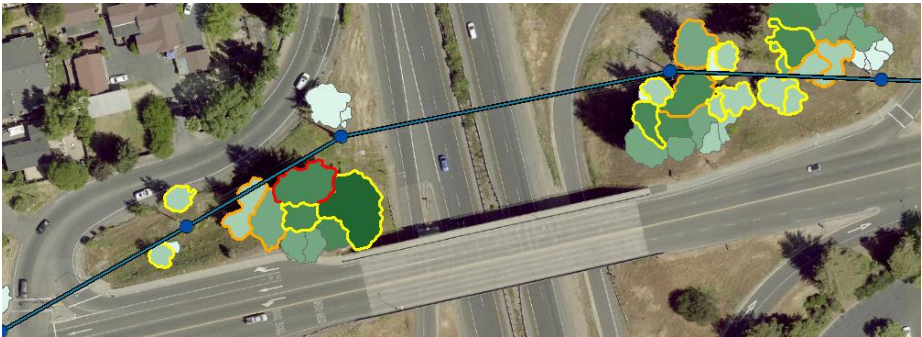
GEO: UTILITY VEGETATION & GRID RISK INTELLIGENCE



Long-standing Western U.S. utility program supporting reliability, wildfire mitigation, and vegetation management



LiDAR point cloud identifies conductors, structures, terrain, and vegetation



Tree-level risk layers prioritized against transmission assets

- Risk detection at scale**
LiDAR + high-resolution imagery identify encroachment, fall-in, overhang, and tree-health risk
- Rapid pre-fire-season workflow**
Mid-cycle collections support mitigation planning, with ~2-week reporting turnaround
- Creates measurable value for our utility clients**
Tree-growth analytics create a 3–5 year risk roadmap, helping utilities justify and sequence rate-base eligible reliability investments

Embedded, recurring utility workflow that reduces wildfire risk, improves reliability, and **helps create real value for clients**

GEO: WHY WE WIN – DIFFERENTIATED DATA-TO-DECISION OFFERING



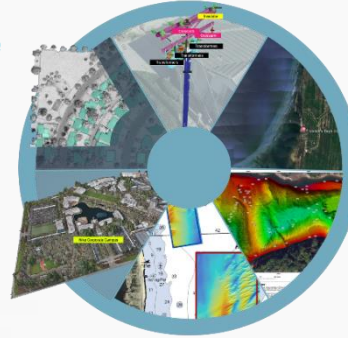
Acquire



We own the capture layer

- Safety oriented culture – IS-BAO Stage 3 certified operations
- Global mobilization at scale – experienced crews and strategic partnerships deployable worldwide
- Owned assets, sensors, and specialized crews

Analyze



We differentiate in analytics

- World-class analytics across multiple markets – including forestry, natural resources, and defense applications
- 30+ years of deep ML / AI experience – proprietary predictive analytics built from the ground up, not off-the-shelf
- ENVI: 500K users, 40-year heritage – scaled platform advantage

Answer



We are embedded in decisions

- Market-specific decision tools
- GIS and asset intelligence in client workflows – reduces complexity across multi-stakeholder programs
- Multi-year program alignment – embedded in client planning, operating, and budget cycles

Full-stack capability from data capture to operational insight drives **durable client relationships**

GEO: OUR GeoAI OFFERING ENHANCES GEOSPATIAL INTELLIGENCE WORKFLOWS

Our geospatial offerings extend existing GIS and data systems rather than replace them



GeoAI Practice

With GeoAI, we embed AI into geospatial workflows where it matters most.

- **Services-led approach** to architect and deploy AI in geospatial workflows
- **Technology-agnostic model** integrating client systems, TIC/NV5 capabilities, and 3rd-party tools
- Designed to solve **mission workflows**, not sell standalone software



Geospatial Desktop Agents



IDL Agent

IDL Agent simplifies and **accelerates developer workflows**, including writing, running, and troubleshooting IDL code and accelerating discovery



ENVI Agent

ENVI Agent helps plan and execute geospatial workflows while keeping the analyst in control. Clients direct the analysis while the **ENVI Agent** handles the technical heavy lifting



Geospatial Enterprise Solutions



GeoAgent™ is an intelligent geospatial assistant designed to understand client missions, interpret intent, and automate **end-to-end workflows**



GeoIQ is a spatially aware AI solution that uses **LLMs** to help clients analyze geography through spatial relationships, proximity, clustering, and scale

We apply AI productivity within **familiar tools and environments**

GEO: GeoAI ADOPTION IS SERVICES-LED & INTEGRATED INTO CLIENT SYSTEMS



GeoAI Implementation Model

Deployment is services-led, not plug-and-play

- Professional services-led approach to assess readiness, prepare data, and integrate AI into operational workflows
- Can be deployed **all at once** or **step-by-step** depending on client readiness
- Supports **open architecture** across multiple systems of record and enterprise data sources

Services-Led Deployment Path



- | | | |
|--|--|---|
| <ul style="list-style-type: none">• Organizational audit• Use case identification• Gap analysis and prioritization | <ul style="list-style-type: none">• Data preparation• Infrastructure and API enablement• System integration groundwork | <ul style="list-style-type: none">• Data ingestion and orchestration• Reasoning customization and access controls• Training and deployment into workflows |
|--|--|---|

Services, integration, and workflow enablement are central to our GeoAI deployment model

GEO: AI-ENABLED AUTOMATION AND PLATFORM INTEGRATION DRIVE MARGIN



AI & Automation Impact

- **GeoAI** accelerates classification, extraction, and QA, resulting in **fewer labor hours per deliverable**
- **Automated workflows** increase revenue per production FTE as volume scales
- **Faster delivery cycles** reduce cost-to-complete on recurring programs



Integration and automation improve throughput relative to overhead

Service Line Expansion and Cross-Sell

- Improved cross-capability selling & integration within GEO
- **CE:** Digital twin and mapping data embedded in capital planning programs for infrastructure, buildings, and environmental applications
- **I&M:** Geospatial analytics drives inspection & mitigation prioritization and asset targeting

Bundled cross-capability and cross-segment programs **reduce handoffs**, **broaden scope**, and carry **better economics** than standalone point-solutions



Service line and cross-segment collaboration support higher incremental margins as GEO scales

Integration, automation, and platform scale support GEO's contribution to our margin goals

GEOSPATIAL SUMMARY



We win because of the breadth and depth of our full-stack capabilities – acquisition, analytics, enterprise GIS, proprietary workflows, and **software-enabled decision support**



Structural tailwinds from megatrends across defense, infrastructure, natural resources, and energy use driving **demand for digitization, resilience, and asset management**



Early mover in scaled GeoAI capabilities, driving margin expansion through accelerating classification, extraction, QA, and **integration across client systems**

4

M&A EXECUTION & PIPELINE UPDATE



Kevin Woit

VP, Corporate Development

M&A AS A CORE GROWTH ENGINE



“ M&A is one of TIC’s core growth engines, accelerating growth, expanding capabilities, and enhancing margin expansion. ”

Disciplined Capital Deployment Framework



~\$100-\$150M
PLANNED ANNUAL
DEPLOYMENT



**~5x-8x EBITDA /
~1x-1.5x Revenue**
VALUATION LENS

Two Types of Deals, One Objective: Long-Term Value Creation



BOLT-ON ACQUISITIONS

Deepen density. Add capability. Expand local scale.



Strengthen our position and increase density in existing markets and client environments



Add local scale, technical depth, and adjacent services



Supports faster integration and clearer cross-sell pathways



PLATFORM ACQUISITIONS

Enter adjacencies. New geographies. Higher-value services.



Enter new end markets, geographies, or service lines



Establish scale and infrastructure in attractive adjacencies



Create new long-term growth platforms

WHAT DEFINES AN ATTRACTIVE M&A TARGET FOR TiC?



Our Three Strategic Lenses



CAPABILITIES

Strengthen and expand our services and capabilities



END MARKETS

Strengthen existing positions and expand into high-growth markets



GEOGRAPHIES

Deepen density and expand into underpenetrated geographies

Target Criteria

How We Screen and Prioritize Our Time

-  Accretive margin profile and strong return potential
-  Recurring, technical, and high-barrier services
-  Strategic fit with existing **TiC** capabilities, markets, and geographies
-  Cultural fit and leadership continuity
-  Operational bandwidth to integrate the target

Representative Sample of Recent M&A Focus Areas

Enhance Our Service Profile

- In-lab NDT and technical testing
- Industrial rope access
- Commissioning
- Infrastructure inspection
- Digitization
- Geospatial utility & pipeline mapping

Strengthen / Enter Key End Markets

- Infrastructure and transportation
- Data centers
- Utilities
- Grid modernization
- Wind energy
- Aerospace & defense

Strengthen / Enter Key Geographies

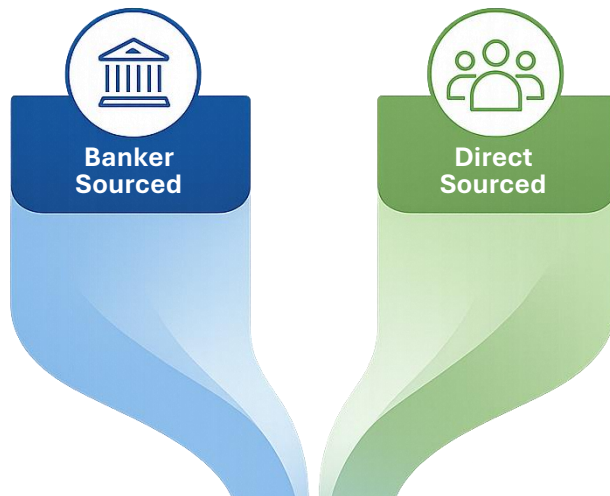
- CE & GEO expansion into Canada
- CE expansion in Texas
- I&M expansion in California
- Southeast U.S.
- Western Canada
- Selective International beachheads driven by customer demand

SOURCING AND EXECUTION ADVANTAGE



Robust pipeline with differentiated direct sourcing advantage

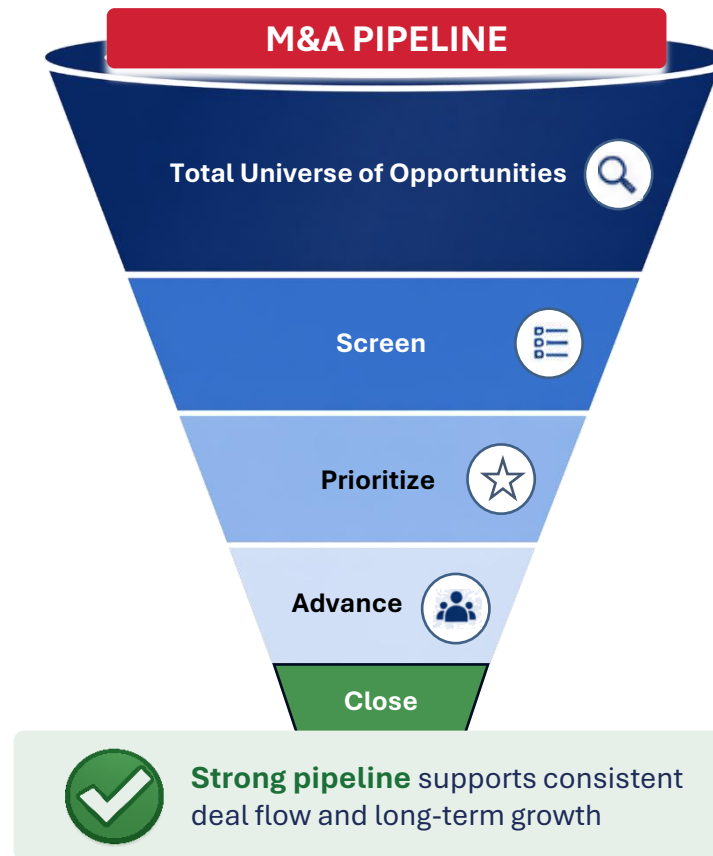
1. Dual Channel Sourcing



Robust, integrated M&A pipeline with differentiated access

Applying consistent standards
Focused on the right opportunities
Execution orientation

2. Strong Pipeline Visibility



3. Acquirer of Choice – The Why



Strong Operating Alignment

Shared expertise, proven operating system



Preserve Relationships and Talent

Protect local teams and clients with fair treatment



Vision for Future Growth

More capital, technology, and reach



Local Leadership Continuity

Local autonomy, added support



Fair Value and Deal Certainty

Fair price, certain execution, and attractive speed to close

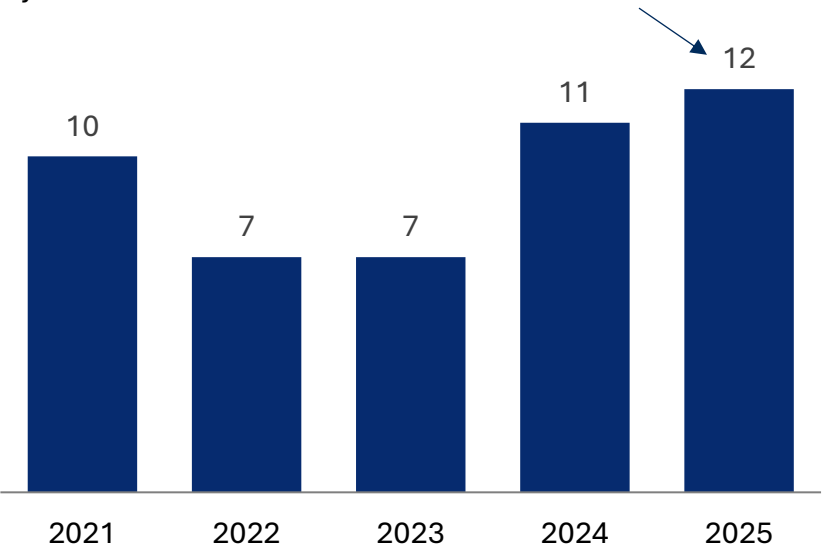
STRONG TRACK RECORD OF EXECUTION



M&A Track Record: 2021 – 2025

of Acquisitions by Year⁽¹⁾

5.4x avg. EBITDA multiple + NV5 Acquisition



Approx. Aggregate Purchase Price (\$M)

Year	2021	2022	2023	2024	2025
Approx. Aggregate Purchase Price (\$M)	\$260	\$75	\$230	\$145	\$65

Accretive to Adj. EBITDA Margin

Year	2021	2022	2023	2024	2025
Accretive to Adj. EBITDA Margin	✓	✓ ⁽²⁾	✓	✓	✓

2025 & 1Q 2026 Closed Acquisitions



CAPABILITY EXPANSION

Building Systems Engineering	Northeast U.S.	Building management systems and public safety engineering
Commissioning Services	Western U.S.	Commissioning for hyperscale data centers in the U.S.
Environmental Services	Western U.S.	Environmental and regulatory-driven services
Specialty Testing Services	Western U.S.	Geotechnical, environmental, and materials testing



END MARKET EXPANSION

Aerospace Inspection	Western U.S.	In-lab aerospace and automotive parts inspection
Data Center Infrastructure	Asia-Pacific	Data center infrastructure foothold serving regional hyperscale demand
Wind Access Services	Western Canada	Specialized access services for wind turbines



GEOGRAPHIC DENSITY

Forensic Engineering	Southeast U.S.	Forensic engineering and construction material testing
Infrastructure Engineering	Southeast U.S.	Transportation infrastructure design, surveying, and inspection
Regional NDT Services	Western U.S.	Expands regional density for energy and industrial asset inspection
Regional I&M Services	Permian Basin, U.S.	Strengthens asset integrity presence in the Permian Basin
Survey and Mapping	Southeast U.S.	Topographic surveys and complementary capabilities
Western Canada NDT	Western Canada	Strengthens Canadian non-union platform in Western Canada

PROVEN VALUE CREATION POST CLOSE



Our disciplined playbook and platform designed to unlock **the full potential** of every acquisition



Custom Integration Playbook

- Proven process and governance driving consistent execution
- **Clear 100-day priorities** and accountability
- Focus on people, processes, and performance



Leverage **TiC** Platform, Scale, and Infrastructure

- **Access to shared services, systems, and best practices**
- Stronger capabilities in finance, HR, IT, and procurement
- Greater scale for improved efficiency and resilience



Customer Expansion and Cross-Sell Focus

- **Expand wallet share with existing customers**
- Leverage broader solutions and capabilities
- Identify cross-sell opportunities across the platform



Margin Expansion Through Operational Excellence

- Drive synergies and **cost optimization**
- Operational alignment and process improvement
- Pricing discipline to enhance profitability

5

FINANCIAL UPDATE & CAPITAL ALLOCATION



Kristin Schultes
Chief Financial Officer

OUR 2029 FINANCIAL PERFORMANCE FRAMEWORK

TIC's long-term financial ambitions through 2029

3

Revenue

18

Adj. EBITDA Margin

85

FCF Conversion

KEY FINANCIAL MESSAGES



Our 2029 Financial Performance Framework targets **\$3B+ in revenue, 18%+ Adj. EBITDA margin, and 85%+ Free Cash Flow conversion** – through organic growth, disciplined M&A, and operational productivity



Integration advancing on plan, with **synergy capture and systems alignment** driving margin improvement and stronger financial performance



Disciplined capital allocation supports M&A, **balance sheet flexibility**, and long-term shareholder value

2029 FINANCIAL PERFORMANCE FRAMEWORK



3

Revenue of \$3B+
by 2029

2025A

2029E

\$2.1B ➡ \$3.0B+

~11% CAGR from 2026E
~9% CAGR from 2025A
MSD Organic Growth + M&A

18

Adjusted EBITDA Margin
of 18%+ by 2029

2025A

2029E

14.8% ➡ 18.0%+

+320 bps
Margin Expansion

85

85%+ Free Cash Flow
Conversion by 2029

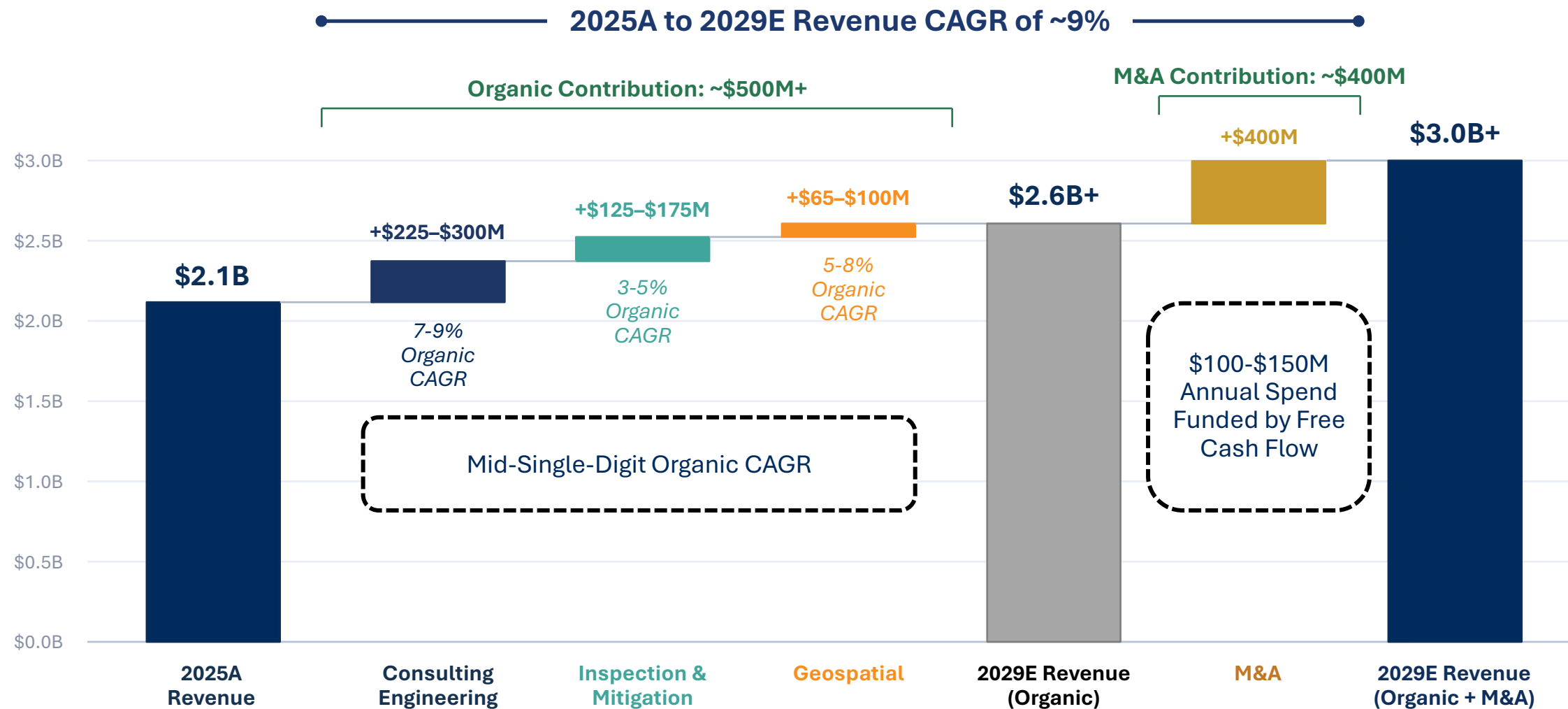
2025A

2029E

81% ➡ 85%+

+400 bps
Free Cash Flow Conversion⁽¹⁾

GROWTH TO \$3B+ SUPPORTED BY ORGANIC GROWTH AND DISCIPLINED M&A



DRIVERS FOR PATH TO 18% ADJUSTED EBITDA MARGIN



INTEGRATION IS SUPPORTING MARGIN EXPANSION



Integration Execution on Schedule and Ahead of Budget

- Integration execution is on schedule and ahead of budget
- No critical path delays across key workstreams
- Operational focus maintained through transition



Organizational and Systems Actions Completed / Underway

- The right team is in place to deliver this project with clear objectives and accountability
- ERP, CRM, and HRIS migrations underway. One source of truth for finance, customers & payroll

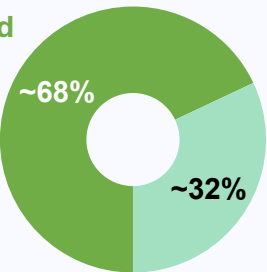


Synergy Realization

- Current run-rate of ~\$17M against \$25M target
- ~68% of identified initiatives have been actioned
- Full run-rate targeted by end of Q4 2026

Synergy Execution Progress

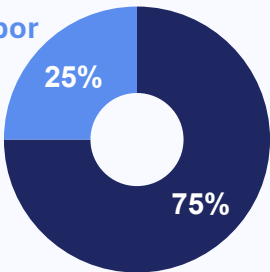
Actioned



Remaining Synergies Expected by Q4 2026

Synergy Mix

Non-Labor



Labor



ADDITIONAL UPSIDE NOT INCLUDED IN CURRENT TARGET

- ✓ Further facility consolidation
- ✓ Additional headcount reductions
- ✓ Procurement and working capital efficiencies

Integration is in full execution mode, with **synergy capture advancing** and **core systems alignment underway**

85%+ FREE CASH FLOW CONVERSION **DRIVEN BY ASSET LIGHT MODEL**



85%+

Free Cash Flow Conversion Target

Cash Generation Levers

- ✓ Disciplined capex
- ✓ Improved contract terms
- ✓ Billing and collection efficiency
- ✓ Lower cash interest as leverage declines

\$500M+⁽¹⁾

Cumulative Adjusted Free Cash Flow
through 2029

~\$1B+⁽¹⁾

Illustrative YE2029 Cash Before Discretionary Spend

~50% of TIC's market cap today

Strong cash generation supports **capital allocation flexibility** and **disciplined deployment**

CAPITAL DEPLOYMENT FRAMEWORK

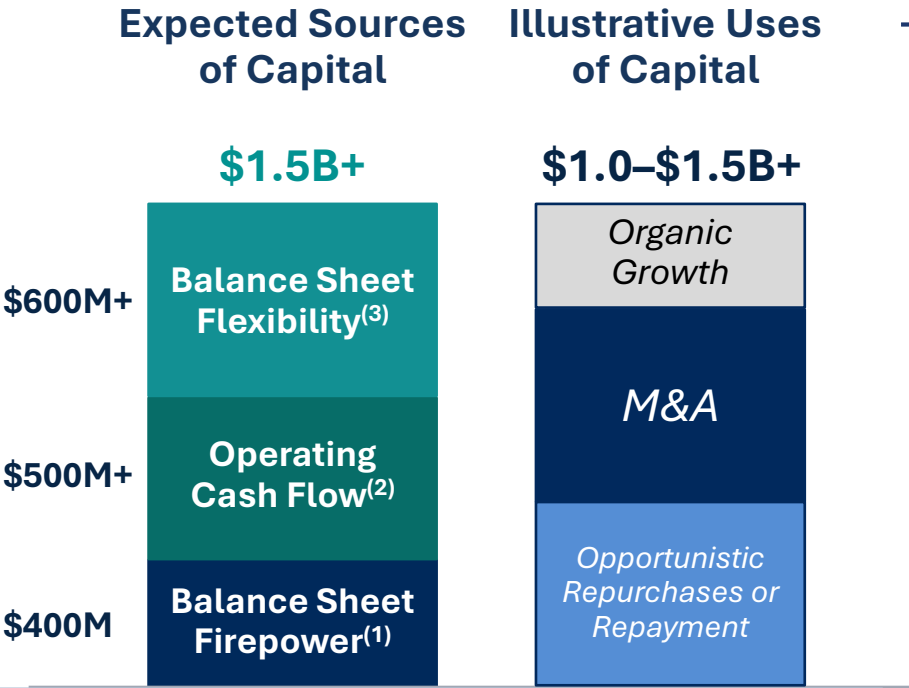


\$1.5B+

of capital deployment capacity
through 2029



Our North Star is **net leverage**
at or below 2.5x



Capital Allocation Framework

1



Organic Growth Investments

2



Accretive M&A

3



Share Repurchases

4



Opportunistic Debt Repayment

OUR 2029 FINANCIAL PERFORMANCE FRAMEWORK

3

18

85



6

CLOSING REMARKS

Ben Heraud

Chief Executive Officer



3 / 18 / 85

Our 2029 Financial Performance Framework

\$3B+ via Organic Growth & M&A

18%+ Adj. EBITDA Margin

85%+ FCF Conversion

*Clear financial path to
long-term value creation*

- **Essential services** tied to strengthening and shaping resilient, growing end markets driven by structural megatrends
- **Differentiated capabilities** with technical depth, local execution, and durable customer relationships
- **Clear path to margin expansion** through commercial discipline, productivity, and operating leverage
- **Disciplined capital deployment** backed by cash generation and focused on shareholder returns



TiC
Solutions

Q&A



THE PRESENTATION HAS CONCLUDED
THANK YOU!



APPENDIX

REFERENCE MATERIALS

RECONCILIATION OF NON-GAAP FINANCIAL MEASURE

COMBINED REVENUE RECONCILIATION



Combined Revenue (\$ in millions) (Unaudited)	Fiscal Year Ended December 2025 (FY 2025)	Fiscal Year Ended December 2024 (FY 2024)	Fiscal Year Ended December 2023 (FY 2023)
Acuren revenue from Successor period	\$1,098.9	\$463.5	-
Acuren revenue from Predecessor period	-	\$633.9	\$1,050.1
Combined Acuren revenue⁽¹⁾	\$1,098.9	\$1,097.4	\$1,050.1
NV5 revenue included in TIC results (after Aug 4, 2025 close)	\$431.4	-	-
NV5 revenue not included in TIC results (through Aug 4, 2025)	\$580.8	\$941.3	\$857.1
Combined Acuren and NV5 revenue⁽²⁾	\$2,111.1	\$2,038.7	\$1,907.2

- (1) The Acuren combined financial information for the year ended December 31, 2024 includes the results of operations of ASP Acuren (Predecessor) for the period from January 1, 2024 through July 29, 2024 and Acuren Corporation (Successor) for the period from July 30, 2024 through December 31, 2024. The presentation of the combined financial information of the Predecessor and Successor periods is not in accordance with GAAP. Combined financial information consists of the mathematical addition of the Predecessor and Successor revenue. No other adjustments are made to the combined presentation.
- (2) The Acuren and NV5 combined financial information for the year ended December 31, 2024 includes the Acuren combined revenue and the NV5 reported revenue. NV5's fiscal year previously ended on or around December 28 or December 30, which does not align exactly with Acuren's December 31 year-end. The presentation of the combined financial information of Acuren and NV5 is not in accordance with GAAP. Combined financial information consists of the mathematical addition of the combined Acuren revenue and the NV5 revenue. No other adjustments are made to the combined presentation.

RECONCILIATION OF NON-GAAP FINANCIAL MEASURES

ADJUSTED GROSS PROFIT AND ADJUSTED GROSS MARGIN



(\$ in thousands) (Unaudited)	Twelve Months Ended December 31,	
	Combined 2025 (Acuren + NV5)	2025
Gross profit	\$ 721,497	\$ 449,359
Depreciation expense included in cost of revenue	72,577	68,238
Adjusted gross profit	\$ 794,074	\$ 517,597
Adjusted gross margin⁽¹⁾	37.6%	33.8%

RECONCILIATION OF NON-GAAP FINANCIAL MEASURES

ADJUSTED EBITDA AND ADJUSTED EBITDA MARGIN



	Twelve Months Ended December 31,	
(\$ in thousands) (Unaudited)	Combined 2025 (Acuren + NV5)	2025
Net loss	\$ (151,161)	\$ (87,116)
Income tax benefit	(16,953)	(11,056)
Interest expense, net	126,835	87,621
Depreciation and amortization expense	245,686	178,330
EBITDA	204,407	167,779
Adjustments		
Acuren Acquisition transaction related expenses ⁽¹⁾	467	467
Acquisition related transaction and integration expenses ⁽²⁾	62,514	41,249
Business transformation costs ⁽³⁾	9,715	9,715
Non-cash stock compensation expense ⁽⁴⁾	36,997	17,155
Other non-recurring charges ⁽⁵⁾	(2,297)	(2,297)
Adjusted EBITDA	\$ 311,804	\$ 234,068
Adjusted EBITDA margin ⁽⁶⁾	14.8%	15.3%

- (1) Adjustment to add back transaction related expenses for the Acuren Acquisition.
(2) Adjustment to add back transaction and acquisition integration related costs and similar items for acquisitions not including the Acuren Acquisition. This includes the costs related to the NV5 Acquisition in 2025.
(3) Adjustment to reflect the elimination of non-recurring costs related to business transformation expenses.
(4) Adjustment to add back stock compensation expense.

- (5) Adjustment to add back other non-recurring charges including restructuring charges, IT development charges and certain gains, losses and balance adjustments.
(6) Adjusted EBITDA margin is calculated as Adjusted EBITDA divided by combined revenues for the applicable period.

AI APPLICATIONS ACROSS THE PLATFORM



DESIGN & ENGINEERING ENABLEMENT



Intelligent Documentation

Automate markup and specs



Plan & Document Processing

Structure technical plan sets



Assisted Design & Modeling

Generate layouts and simulations



FIELD & ASSET INTELLIGENCE



Visual Intelligence

Analyze images and sensors



Asset & Data Processing

Structure field and spatial data



Digital Asset Modeling

Convert scans into models



Inspection & Risk Support

Prioritize risks and actions



Workflow Automation

Connect field to office



ANALYTICS & DECISION SUPPORT



Predictive Analytics

Forecast outcomes and trends



Quality & Review Enablement

Identify anomalies and rework



Insights & Reporting

Turn data into actions



16+

AI tools and/or capabilities deployed or in pilot



Broad

Applicability across disciplines



Scalable

Secure, governed foundation



Governed

Privacy-aware, with human-in-the-loop standards

OUR AI DEPLOYMENT APPROACH



Prioritize



Pilot & Validate



Deploy & Integrate



Scale & Optimize

AI enhances how we deliver – **expands capacity, reduces cost, and improves efficiency**

EVOLUTION OF TiC Solutions

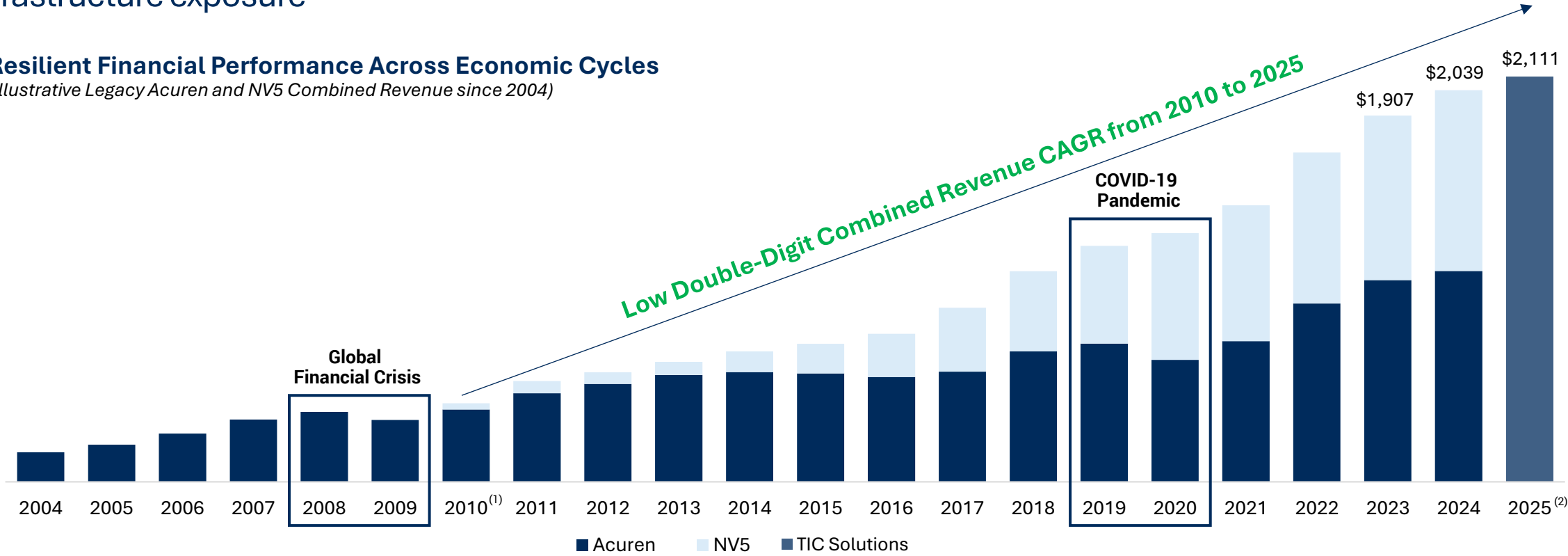


STRONG FINANCIAL PERFORMANCE THROUGH BUSINESS CYCLES



Resilient growth through economic cycles, supported by recurring, compliance-driven demand and durable infrastructure exposure

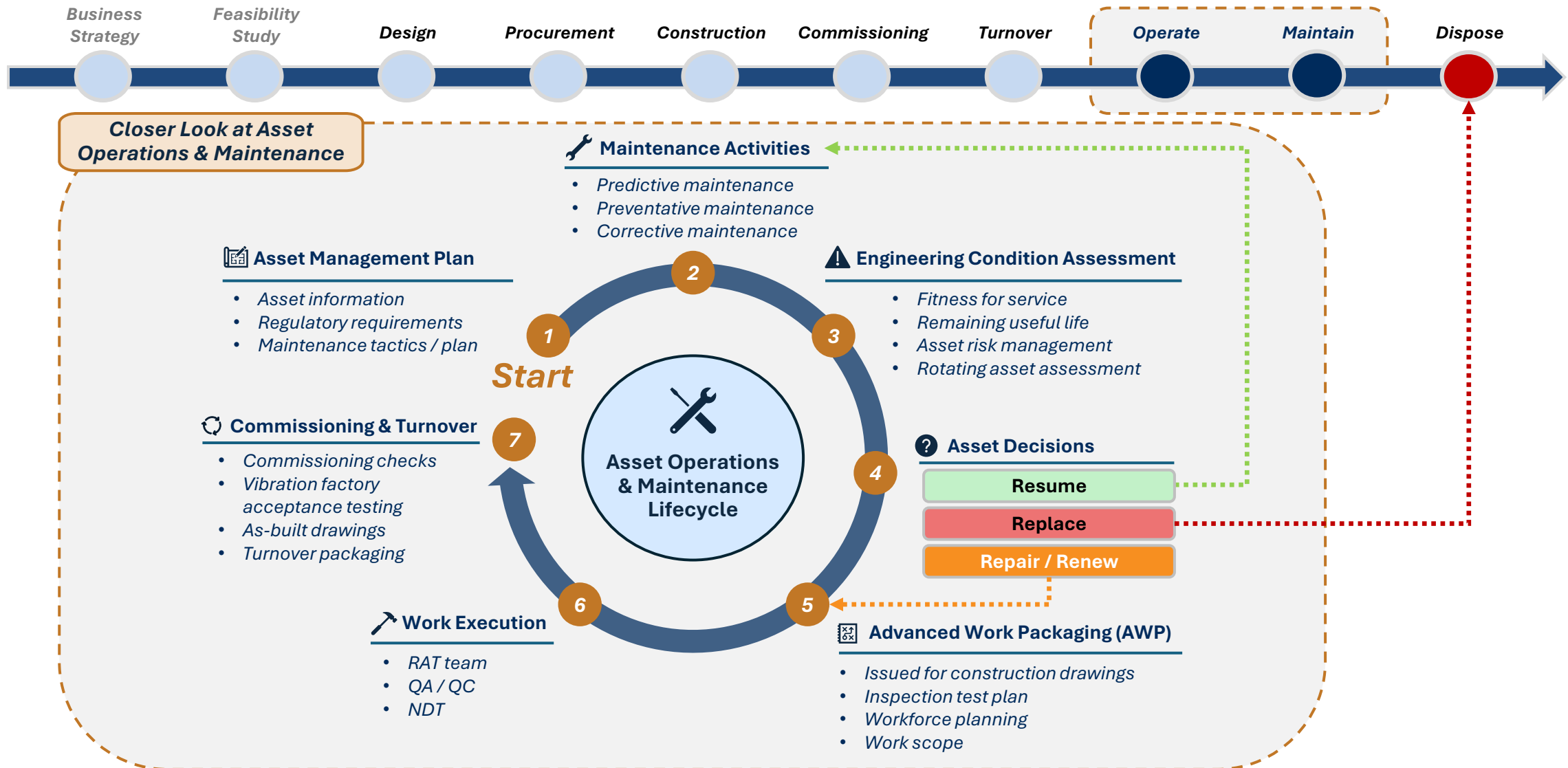
Resilient Financial Performance Across Economic Cycles
(Illustrative Legacy Acuren and NV5 Combined Revenue since 2004)



Recurring and programmatic revenue, **diversified end-market exposure**, and **share gains during dislocation** dampen revenue cyclicality

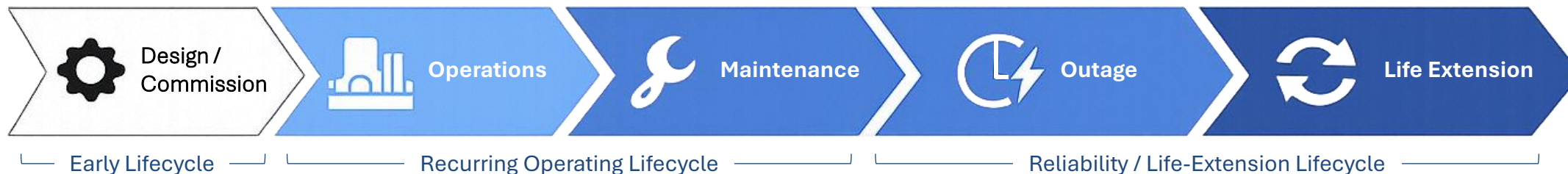
(1) NV5 Founded in 2010. Combined figures are not in accordance with GAAP or Article 11 of Regulation S-X and represent the sum of Acuren reported financial information and NV5 reported financial information for each fiscal period shown (NV5 segment and consolidated financials are sourced from annual SEC filings and investor presentations). No adjustments have been made. This presentation is for illustrative purposes only and does not reflect the results of the combined company had the merger occurred at the beginning of the periods presented. Refer to the Appendix for reconciliation to GAAP financial metrics.
(2) Represents combined 2025 revenue.

ASSET LIFECYCLE MANAGEMENT – TICC AND ENGINEERING



LIFECYCLE INTEGRATION DRIVES RECURRING REVENUE AND WALLET SHARE

Deepening recurring revenue, wallet share, and enterprise account penetration across the asset lifecycle



Account Expansion



Project-to-Program Conversion

- Convert construction and commissioning project work into recurring integrity programs



Enterprise Account Expansion

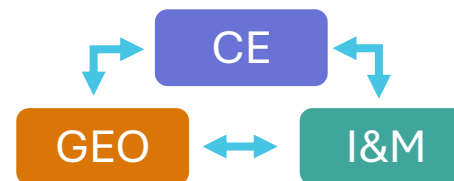
- Expand across sites, program duration, and service lines



Wallet Share Growth

- Coordinated cross-capability and cross-segment selling

Cross-Segment Pull-Through



Integrated solutions increase embedment and reduce displacement



Inspection



Engineering



Geospatial &
Digital Records

RISK DISCIPLINE AS AN OPERATING ADVANTAGE



Commercial Guardrails

- Defined **risk thresholds** for complex and high-liability work
- Standardized contract terms and pricing governance across regions and segments
- **Centralized review** of major proposals, pricing, and large or complex opportunities across regions and segments



Integrated Governance & QHSE

- Unified quality, health & safety, and compliance governance framework
- **Common KPIs** across I&M, CE, and GEO
- Standardized workflows and documentation protocols across segments



Scalable Infrastructure

- Enterprise account program management supporting multi-site relationships
- **AI-enabled tools** supporting enterprise productivity and delivery for clients
- Shared services



Mandate: Pursue risk-adjusted returns, not volume at any cost

3 / 18 / 85 Impact

- ✓ Protect margin as we scale
- ✓ Reduce execution variability
- ✓ Enable disciplined account growth

CE: WHO WE ARE AND WHAT WE DO

INFRASTRUCTURE

Services

- Civil Engineering
- Structural Engineering
- Transportation Engineering
- Surveying & Mapping
- Flood Control & Drainage Design
- Planning
- Master Planning
- Sustainable Infrastructure
- Landscape Architecture
- Entitlements & Permitting
- Roadway Design
- Bridge Design & Inspection
- Water Supply Design
- Wastewater Treatment Design
- Hydrogeology
- Wastewater Collection & Conveyance
- Water Master Planning

Markets Served

Municipalities

- Roadways & Traffic
- Water Supply
- Wastewater
- Flood Control & Water Management
- Utility Coordination

State Government & DOTs

- Roadways
- Bridges
- Flood Control & Drainage
- Utility Coordination

***“Expertise to plan, design,
and build the infrastructure
that links our communities
together.”***

CE: WHO WE ARE AND WHAT WE DO

POWER DELIVERY & UTILITY SERVICES

70%+ of U.S. Transmission Lines & Power Transformers are 25+ Years Old

Source: U.S. Department of Energy

Services

- Distribution Engineering Design
- Transmission Overhead & Underground Engineering Design
- Substation Engineering Design
- Renewable Energy Facilities Siting & Design
- Renewable Interconnection & Grid Studies
- Fire & Storm Hardening
- Battery Storage & Microgrid Design
- SCADA, Automation & Communications
- Owner's Engineering, Program & Construction Management
- Gas Transmission & Distribution

Markets Served

Utilities

- Power Generation
- Investor-Owned Utilities
- Electric Co-operatives

Data Centers

- Hyperscalers & Colocation

Municipalities

- Municipal Utilities
- Public Power Authorities

Renewables & Storage

- Independent Power Producers
- Project Developers

“ Innovative engineering and consulting to meet the growing demand for energy production, reliability, and efficiency. ”

CE: WHO WE ARE AND WHAT WE DO

BUILDINGS & TECHNOLOGY

Services

- Planning & Design
- Mechanical, Electrical, Plumbing (MEP) & Fire Protection
- Structural Engineering
- Commissioning
- Owner's Representation
- Building Solutions
- Building Digitization
- Technology Services – Audio Visual & Security Design
- Central Utilities
- Chief Building Official & Energy Compliance
- Energy Efficiency & Clean Energy
- Building Automation / BMS

Markets Served

- Academic
- Commercial
- Entertainment & Leisure
- Healthcare
- Hospitality
- Mixed Use
- Mission Critical / Data Centers
- Municipal
- Science & Tech
- Transport



Multi-Family



Mission Critical



Commercial



Academic



Healthcare



Municipal



Hospitality



Industrial

“ Integrated engineering, technology, and advisory capabilities that improve how critical facilities are planned, designed, delivered, and operated. ”

CE: WHO WE ARE AND WHAT WE DO

ENVIRONMENTAL HEALTH SCIENCES

Services

- Alta Surveys
- Environmental Site Assessments
- Zoning
- Property Condition Assessments
- Compliance Monitoring
- Cultural Resources
- Data Quality
- Disaster Recovery
- Environmental Laboratory Consulting
- Industrial Hygiene & Indoor Air Quality
- Water & Natural Resources
- Occupational Safety
- Permitting & NEPA
- Radiation Safety
- Training
- Site Characterization & Environmental Remediation
- Threatened/Endangered Species Assessment

Markets Served

State & Local Government

- Airports
- Cities & Municipalities
- Water Management Districts

Banking & Financial

Commercial

- Oil & Gas
- Power & Utilities
- Commercial Properties
- Universities
- Hospitals
- Industrial Facilities

“Defining challenges, monitoring situations, and implementing solutions that reduce risk and achieve compliance.”

CE: DIGITAL SERVICES – CASE STUDY: MUNICIPAL WATER TREATMENT



Creating the foundation for preventive maintenance through better data and integrated workflows

2,288

Assets Digitized

Equipment-level asset data
(pumps, tanks, valves, etc.)

9

Facilities

Systemwide deployment

6

Months to Production

Spreadsheet to live work-order workflows



INTEGRATED WORKFLOW

- 01

Reality Capture

Sub-cm LiDAR · CE
- 02

BIM

Structured asset attributes · CE
- 03

GIS

Spatial network context · GEO
- 04

Work Order Management

Asset Management systems · bi-directional
- 05

Future Inspection Potential

NDT, Integrity · I&M

GEO: EMBEDDED IN MULTI-YEAR PUBLIC & UTILITY PROGRAMS



Demand Characteristics

Federal, defense & intelligence agencies

Regulated utilities and infrastructure operators

Aligned with 3–5+ year capital planning cycles

Multi-year MSAs and task-order programs

Mandated Program Types

Infrastructure asset & risk management

Water and natural resource compliance

Maritime and port monitoring

Defense and intelligence mapping

Funded through recurring federal and utility budget cycles

Why We Are Embedded

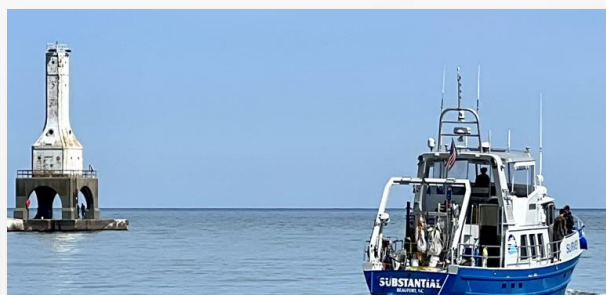
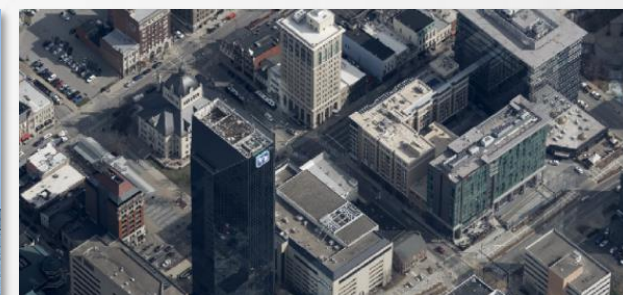
End-to-end data-to-decision workflows

Scalable national program execution

Proprietary analytics and AI workflows

Embedded in client operating systems

High switching costs once deployed



Multi-year regulated programs support high visibility and durable recurring revenue



Investor Day

May 19, 2026