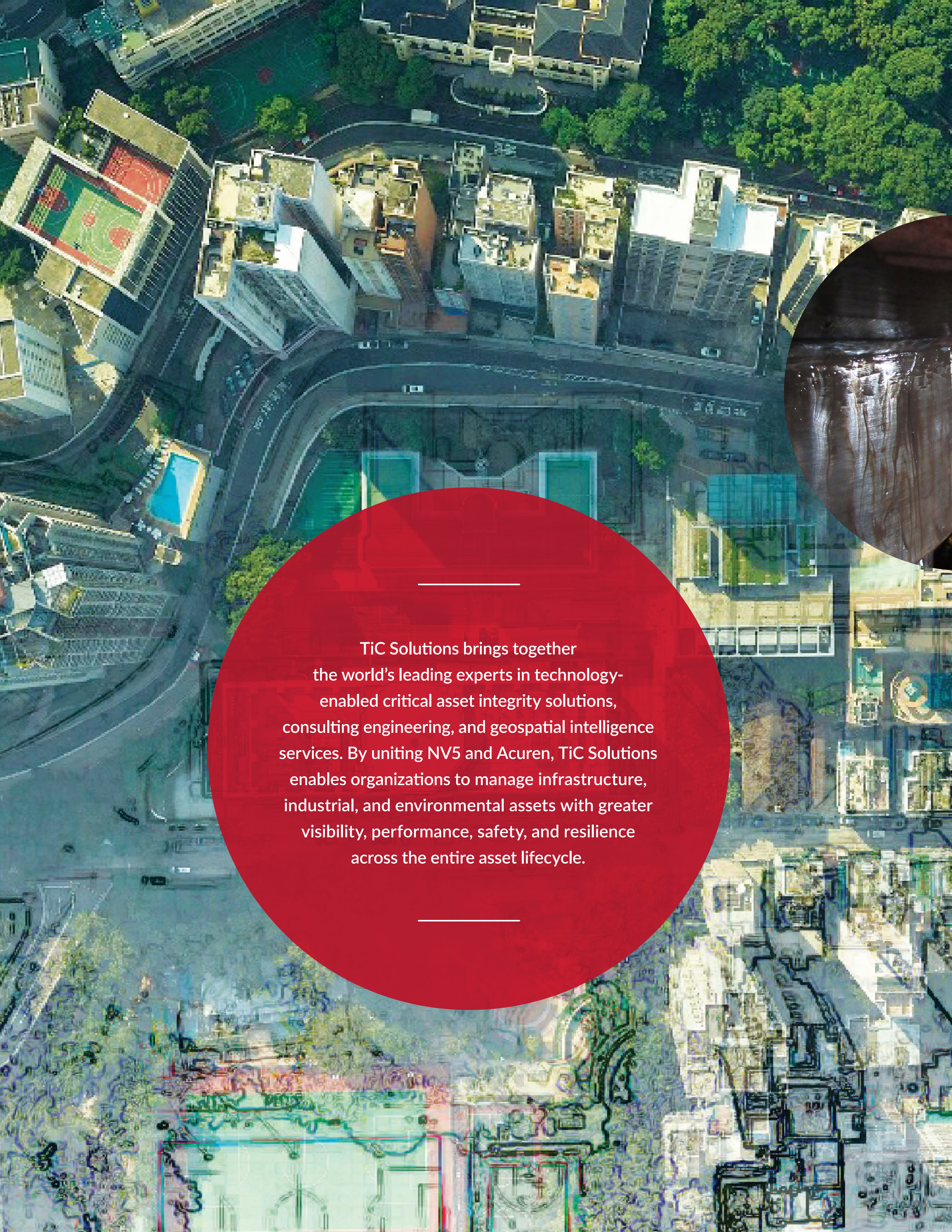
TiC Solutions

2025 CORPORATE UPDATE

We shape and strengthen the physical world.



TiC Solutions brings together the world's leading experts in technology-enabled critical asset integrity solutions, consulting engineering, and geospatial intelligence services. By uniting NV5 and Acuren, TiC Solutions enables organizations to manage infrastructure, industrial, and environmental assets with greater visibility, performance, safety, and resilience across the entire asset lifecycle.

Delivering Integrated Lifecycle Solutions That Strengthen and Sustain the World's Critical Assets

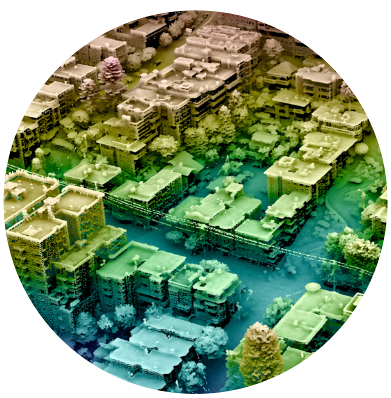
TiC Solutions provides technology-enabled critical asset integrity solutions, consulting engineering, and geospatial intelligence services to enable clients to manage their assets with greater visibility, performance, safety, and resilience

Inspection & Mitigation (I&M)

Ensuring assets are safe, compliant, and operating reliably through world-class inspection, testing, mitigation, and specialty services including industrial rope access, non-destructive testing and laboratory testing

Consulting Engineering (CE)

Delivering consulting and engineering services needed to plan, build, and modernize critical infrastructure, utilities, buildings, data centers, and mission-critical end markets



Geospatial (GEO)

Delivering geospatial mapping, data collection, analysis, and software services to turn the physical world into actionable intelligence

KEY END MARKETS

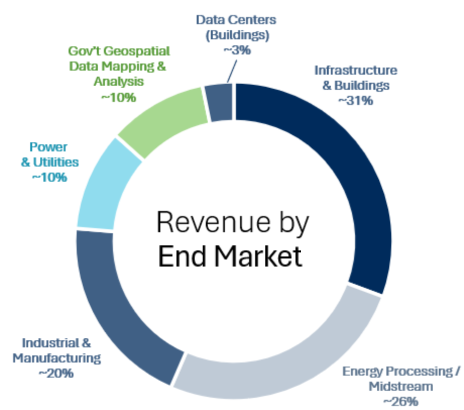
Infrastructure & Buildings

Energy

Industrial

Power & Utilities

2025 COMBINED REVENUE MIX



Dear Fellow Shareholders,

2025 marked a transformative year for our company, one that we believe sets us up for a very bright future. The merger of Acuren and NV5 to create TiC Solutions not only brings together two world-class organizations but also creates a truly differentiated partner for our clients. We have laid the foundation on which we are building a global platform to service the entire lifecycle of an asset.

We chose the name TiC Solutions as we felt this best represents our long-term mission to build a world-class Testing, Inspection, Certification and Compliance business while allowing the companies we acquire to operate under their established leading brand equity in their respective markets. Our objective is to enable each business that operates under our parent company structure to be better equipped with tools, relationships, and resources that are far greater than they ever had on their own. We have used this approach in numerous other businesses in which we have been associated over decades and the same playbook is ideal to be utilized here. Acquiring good businesses and helping to make them great businesses by being under our structure is at the core of our strategy to build a scaled platform. We are still in the early innings of this evolution.

At our inaugural Investor Day in May at the New York Stock Exchange, we announced our 3-year financial performance framework of "3/18/85," representing $3 billion of Revenue, 18% Adjusted EBITDA margins, and 85% Free Cash Flow conversion. While these targets are our North Star over the next three years, the real value is driven by the initiatives set in motion by our deep bench of talented leaders throughout the organization. Most importantly, the collaboration within our business units across service lines will help lead our margin objectives and organic revenue growth targets.

While we remain excited about the future of our business, we always reflect on past performance since our initial acquisition of Acuren. We have experienced an unpredictable and adverse macro environment, which has led to abnormal maintenance and purchasing behavior by some of our customers. While we have navigated these uncertain times, it is apparent that we have fallen short in some areas by our own doing. We have made meaningful changes to our organizational structure and leadership to address these issues. We believe we will fully recover and move forward with a stronger and more efficient business than ever before.

Ben Heraud's appointment to the CEO role at this pivotal time gives us great confidence. There is no question that our entire leadership team will lead us through this next phase of our growth and development. Culture and collaboration are going to define the next few years for TiC, and we can think of no one better suited to guide us through these formative years.

We have tremendous opportunity to continue to build our business organically, fueled by the aging infrastructure in North America, high growth sectors of our end markets, and continued market and wallet share expansion within our existing client base. When coupled with disciplined and accretive capital allocation, we believe TiC Solutions offers a compelling long-term investment that can compound over time for us and our fellow shareholders.

In closing, we thank you, our shareholders, for your continued support and joining us on this exciting journey. We are making our Company stronger with a thoughtful and tactical approach to building a durable growth business that will set TiC Solutions up for long-term success.

Respectfully yours,

ROBERT A. E FRANKLIN
Executive Chairman

SIR MARTIN E. FRANKLIN
Co-Chairman

To Our Shareholders, Clients, and Teammates,

2025 was a transformational year for TiC Solutions and an important moment for me personally. I stepped into the Chief Executive Officer role during a period of significant change, and I am grateful for the trust placed in me by our Board. I am energized by what we are building together. We have a strong foundation, a broader platform, and a clear set of priorities: win in essential, high-demand markets; drive profitable, technically differentiated growth; and expand our role across the asset lifecycle and client relationship.

TiC Solutions brings together the complementary strengths of Acuren and NV5. Acuren built leadership positions in inspection, industrial rope access, and materials integrity. NV5 added scaled consulting engineering and geospatial capabilities. Together, we are a more diversified technical services platform serving clients across the full asset lifecycle, from planning and design through operation, maintenance, inspection, and long-term asset management. As we continue to bring these organizations together, we remain focused on serving clients, supporting our teammates, and maintaining execution discipline across the business.

We now have a clearly defined purpose: To shape and strengthen the physical world. Across critical industries, our clients rely on us for work that is technical, recurring, and essential to safety, reliability, compliance, and performance. These mission-critical services are embedded in operating requirements and supported by long-term demand drivers that extend beyond any single business cycle.

Those demand drivers are structural. Aging infrastructure and increasing regulatory complexity require more inspection, maintenance, replacement, and life-extension work. Increasing energy demand is driving investment in power delivery, grid modernization, utilities, and energy infrastructure. Rising data consumption is creating significant demand for data centers and digital infrastructure. Clients also need to digitize the physical world, turning asset data into better insight on condition, location, ownership, and investment priorities.

Our three segments are well aligned with these needs. Inspection & Mitigation helps protect uptime, safety, and regulatory compliance through nondestructive testing, industrial rope access, and engineering and lab services. Consulting Engineering supports infrastructure, utilities, buildings, data centers, and environmental end markets through design, commissioning, surveying, program management, permitting, power delivery, and specialty engineering. Geospatial turns physical-world data into actionable intelligence through data collection, mapping, analytics, software-enabled workflows, and domain expertise.

Each business has attractive standalone characteristics. The greater opportunity for TiC Solutions is how they work together. By combining inspection, mitigation, engineering, and geospatial capabilities, we can enter client relationships earlier, remain engaged longer, deepen enterprise accounts, and expand our role across the asset lifecycle. We are seeing opportunities to bring multiple TiC Solutions capabilities to client needs across infrastructure, utilities, energy, data centers, and government markets.

Technology will also play an important role in how we scale. Many of our services require physical presence, technical judgment, formal review, and client acceptance, and that will not change. But AI-enabled tools can make our teams more productive and our services more valuable across engineering workflows, inspection documentation, geospatial analytics, QA/QC, and client reporting. Over time, we believe this can expand capacity, reduce cost-to-complete, and improve margins.

Our financial model supports our strategy. TiC Solutions is an asset-light business with low capital intensity, recurring and programmatic revenue characteristics, and strong cash generation. We are focused on disciplined growth, margin expansion, and thoughtful capital allocation. Margin improvement will come from better execution, stronger utilization, synergy capture, and greater operating leverage as we integrate the business and use technology to scale more efficiently.

M&A remains an important growth engine. Our markets are large and fragmented, with many regional and niche providers. We will continue to pursue acquisitions that add capability, deepen local density, expand priority end markets, and strengthen our geographic reach. We will remain disciplined, with a focus on technical, recurring, high-barrier services with strong cultural fit and a clear plan to create value after close.

We are also committed to balance sheet discipline. Strong free cash flow gives us flexibility to invest in organic growth, pursue accretive M&A, maintain balance sheet flexibility, consider opportunistic share repurchases, and reduce debt when appropriate. Our capital allocation priorities are designed to support long-term shareholder value, not growth for growth's sake.

Our greatest advantage remains our people. TiC Solutions is built on the great work of our teammates and their commitment to safety, quality, technical excellence, and client service defines our reputation. As a larger organization, we can provide broader career development, deeper technical collaboration, expanded training, and greater mobility across service lines and geographies, strengthening our ability to attract, develop, and retain top talent. I am grateful for their support as I step into this role and proud of what they represent every day.

Looking ahead, TiC Solutions is positioned in durable markets with essential services, differentiated capabilities, deep client relationships, and a financial model built for long-term performance. We will stay focused on serving clients operating safely, integrating effectively, growing with discipline, and allocating capital in ways that create lasting value for our shareholders.

Thank you for your continued trust and support.

BENJAMIN HERAUD

Chief Executive Officer and Director

Delivering unparalleled reliability through innovative and highly-skilled industry leaders passionate about a safer world

Corporate Information

BOARD OF DIRECTORS

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Co-Chairman

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Director

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Director

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James E. Lillie[3]
Director

Talman B. Pizzey
Director

Byron Roth
Director

Dickerson Wright
Director

EXECUTIVE OFFICERS

Benjamin Heraud
Chief Executive Officer

Kristin Schultes
Chief Financial Officer

MaryJo O'Brien
Chief Human Resources Officer

(1) Chair of Audit Committee
(2) Chair of Compensation Committee
(3) Chair of Nominating and Corporate Governance Committee

Independent Registered Public Accounting Firm
PricewaterhouseCoopers LLP

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Securities Listing
Our shares of common stock are listed on the NYSE.
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Transfer Agent
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ACUREN

NV5

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