

TiC Solutions



1Q 2026 Earnings Presentation

May 6, 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 guidance for revenue, Adjusted EBITDA and net interest expense for the second quarter and full year 2026, and the assumptions underlying such guidance, (ii) the integration of the NV5 business and the anticipated benefits and cost synergies of the combined platform, including cross-selling opportunities and momentum, (iii) its ability to improve profitability, drive operating efficiencies, expand margins, maintain strong profitability levels, generate stronger cash flows and deleverage over time, (iv) its strategy to expand its platform and sustain growth in the years ahead, (v) its ability to deliver sustainable value creation for its shareholders, (vi) its capital allocation strategy, including with respect to stock repurchases and acquisitions, (vii) its ability to retain and attract top talent, (viii) its competitive advantages, customer demand and end-market conditions discussed in this presentation, including its data center revenues, and (ix) its plans to announce long-term financial targets and additional detail regarding its strategic priorities at Investor Day on May 19, 2026. 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 Company’s services 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 merger with NV5 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, and in the Company’s quarterly reports on Form 10-Q, each as supplemented or amended from time to time. Forward-looking statements included in this presentation speak only as of the date of this presentation 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, Free Cash Flow, Net Debt, combined revenue growth (on a constant currency basis) and Organic Change in Revenue (on an NV5 combined basis), 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 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 Gross Profit divided by Revenue. Organic Change in Revenue provides a consistent basis for year-over-year comparison as it excludes the impacts of material acquisitions, divestitures, and foreign currency translation. When presented on an NV5 combined basis, it also reflects the impact of the NV5 acquisition as if NV5 had been owned for the full comparative periods. The Company uses these non-GAAP financial measures 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 the 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.

In addition, certain tables and discussion included within this presentation present Combined Adjusted Gross Profit, Combined Adjusted Gross Profit Margin, Combined EBITDA, Combined Adjusted EBITDA and Combined Adjusted EBITDA Margin for the periods presented, including certain last twelve months periods, which are non-GAAP financial measures within the meaning of Regulation G promulgated by the Securities and Exchange Commission.

Our results of operations as reported in our unaudited condensed consolidated financial statements for the Successor and Predecessor periods are in accordance with GAAP. The presentation of the combined financial information of the Predecessor and Successor for the periods presented, including certain last twelve months periods, is not in accordance with GAAP. Combined financial information consists of the mathematical addition of selected financial data of the Predecessor and Successor periods. 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.

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.

A reconciliation is not provided for 2026 Adjusted EBITDA guidance range 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 Adjusted EBITDA without unreasonable efforts due to our inability to predict the amount and timing of these future items.

TiC Solutions at a Glance: Company Overview

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

Core Segments⁽¹⁾:

Inspection & Mitigation (I&M)

~52% of Revenue (\$1.1B)
~6,400 employees
~55% US, ~45% Canada



Nondestructive testing (NDT), industrial rope access, engineering, and lab work to ensure asset integrity

Consulting Engineering (CE)

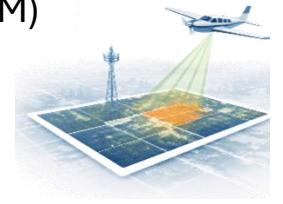
~34% of Revenue (~\$700M)
~4,200 employees
Primarily US-based,
with ~13% **International**



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

Geospatial (GEO)

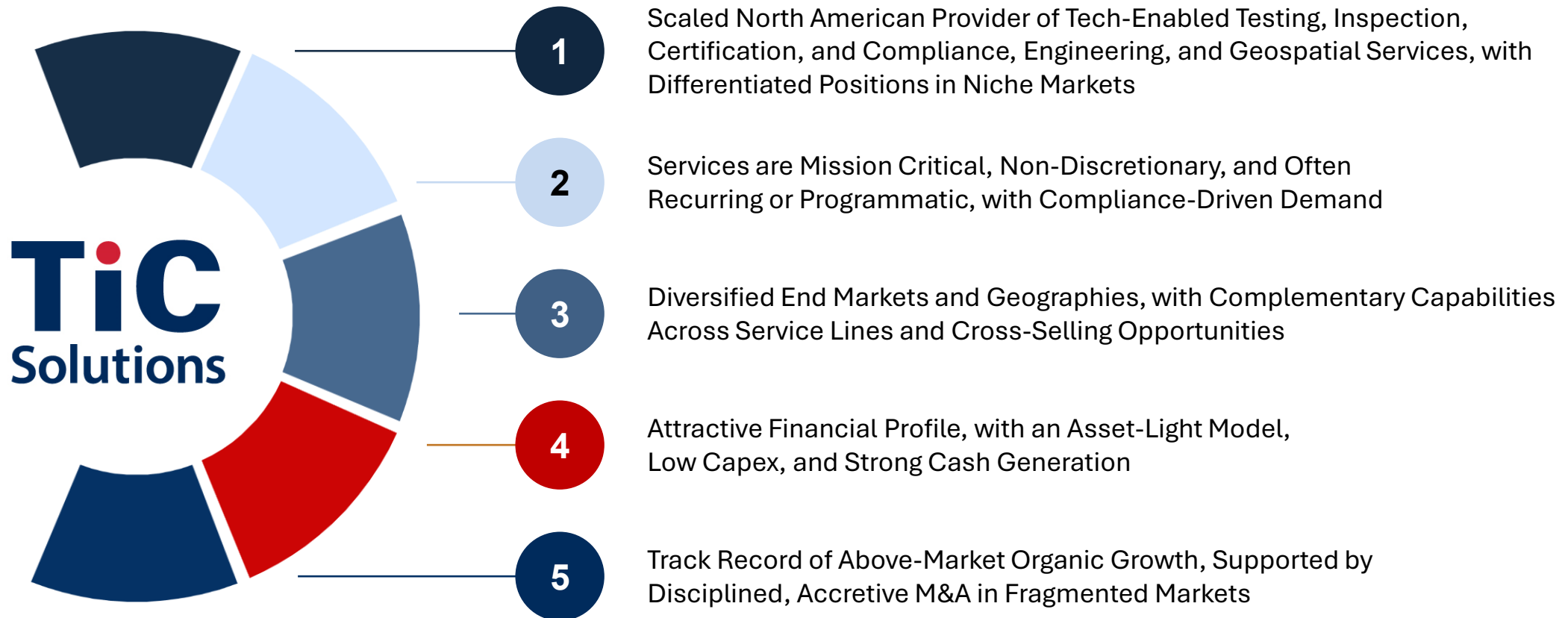
~14% of Revenue (~\$300M)
~1,300 employees
Primarily US-based



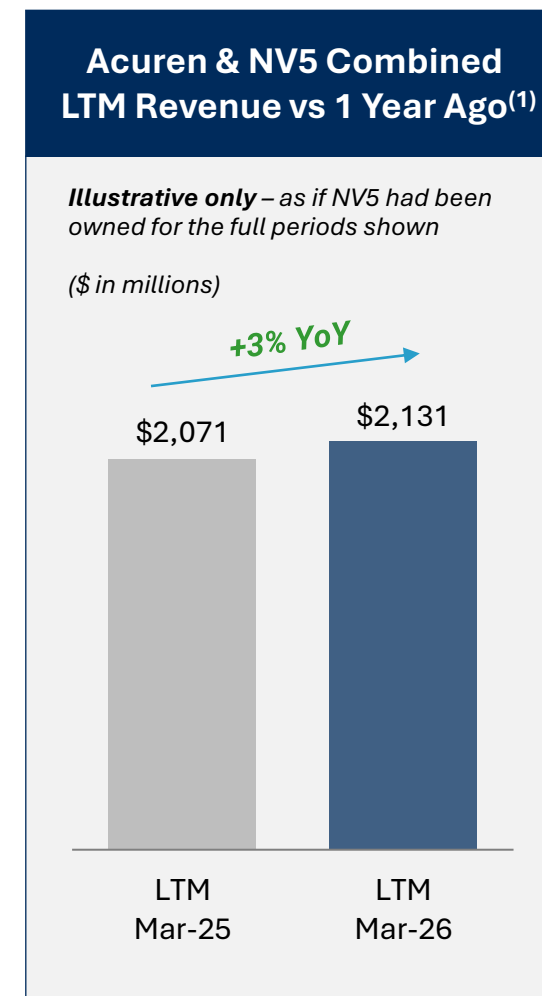
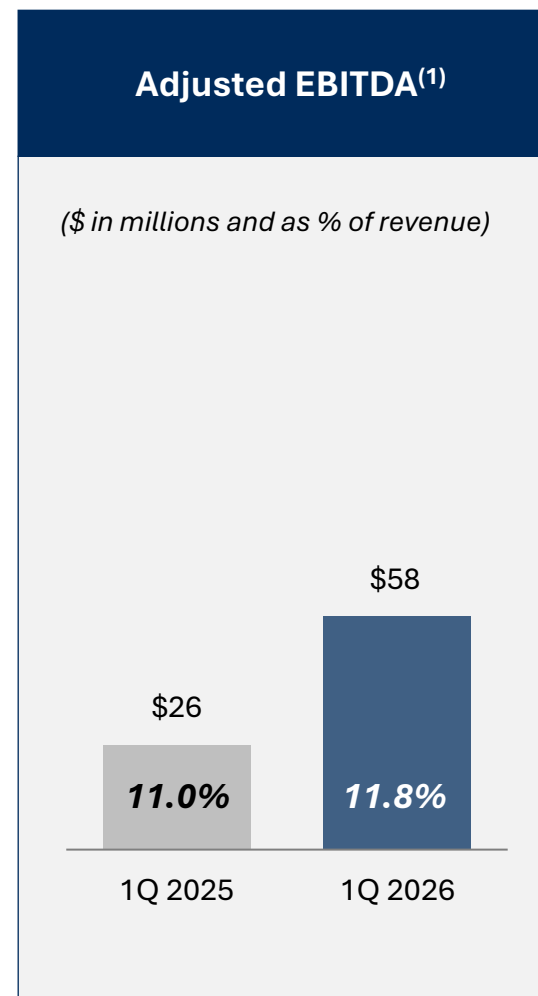
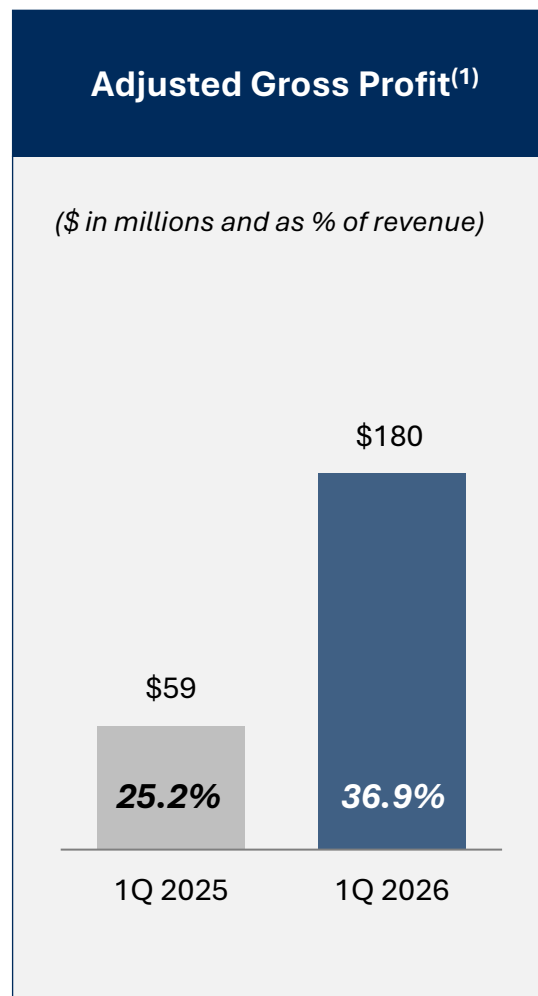
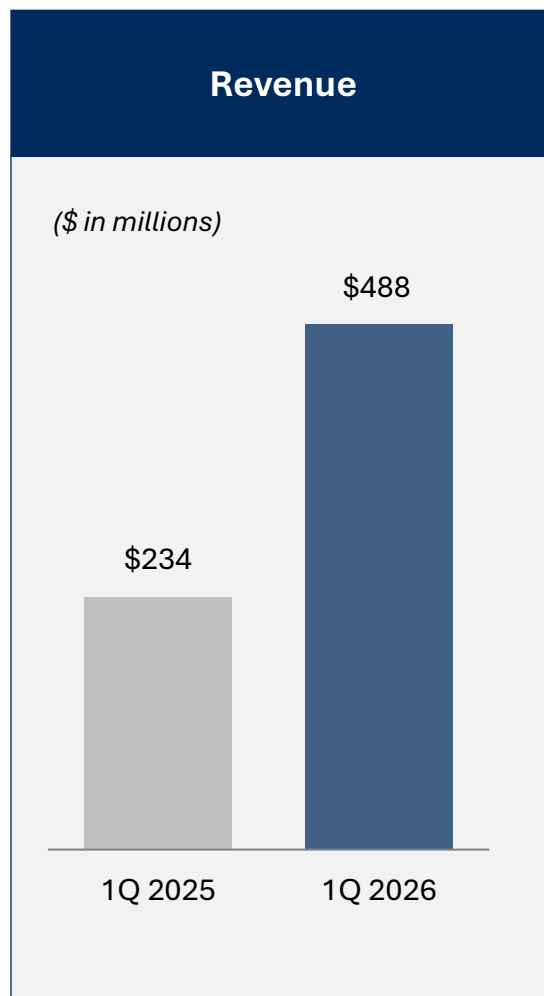
LiDAR and geospatial data collection, mapping, analytics, and monitoring

← *Integrated Partnership across the Full Asset Lifecycle* →

TiC Solutions at a Glance: Investment Highlights



TiC Solutions 1Q 2026 Performance Highlights



(1) Represents a non-GAAP financial measure. Refer to Appendix for reconciliation to GAAP financial metrics.
 Note: Combined revenue figures are not in accordance with GAAP or Article 11 of Regulation S-X and represent the sum of Acuren reported Predecessor and Successor revenues and NV5 reported revenues for each fiscal period shown (NV5 segment and consolidated financials are sourced from annual SEC filings, investor presentations, and management estimates). 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 appendix for reconciliation to GAAP financial metrics.

TIC Solutions 1Q 2026 As Reported Key Profitability Metrics

(\$ in millions, except per share amounts)	1Q 2026	1Q 2025
Revenue	\$488.0	\$234.2
<i>Inspection & Mitigation Revenue</i>	\$234.8	\$234.2
<i>Consulting Engineering Revenue</i>	187.3	–
<i>Geospatial Revenue</i>	65.9	–
Gross Profit	\$161.3	\$43.7
<i>Gross Margin</i>	33.1%	18.6%
SG&A	\$150.3	\$39.9
Operating Income (Loss)	(\$29.1)	(\$9.4)
Net Income (Loss)	(\$41.4)	(\$25.6)
Earnings (Loss) per Share	(\$0.19)	(\$0.21)
Adjusted Gross Profit⁽¹⁾	\$180.1	\$59.0
<i>Adjusted Gross Margin⁽¹⁾</i>	36.9%	25.2%
Adjusted EBITDA⁽¹⁾	\$57.7	\$25.9
<i>Adjusted EBITDA Margin⁽¹⁾</i>	11.8%	11.0%

1Q 2026 Summary

- Revenue of \$488M
- Adjusted Gross Margin⁽¹⁾ of 36.9%
- Adjusted EBITDA⁽¹⁾ of \$58M
- Adjusted EBITDA Margin⁽¹⁾ of 11.8%

(1) Represents a non-GAAP financial measure. Refer to Appendix for reconciliation to GAAP financial metrics.
 Note: Combined revenue figures are not in accordance with GAAP or Article 11 of Regulation S-X and represent the sum of Acuren reported Predecessor and Successor revenues and NV5 reported revenues for each fiscal period shown (NV5 segment and consolidated financials are sourced from annual SEC filings, investor presentations, and management estimates). 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 appendix for reconciliation to GAAP financial metrics.

TIC Solutions 1Q 2026 Combined Key Profitability Metrics

(\$ in millions)	1Q 2026	1Q 2025
Combined Revenue⁽¹⁾	\$488.0	\$468.3
<i>Inspection & Mitigation Revenue</i>	\$234.8	\$234.2
<i>Consulting Engineering Revenue</i>	187.3	171.0
<i>Geospatial Revenue</i>	65.9	63.0
Combined Adjusted Gross Profit⁽¹⁾	\$180.1	\$173.5
<i>Combined Adjusted Gross Margin⁽¹⁾</i>	36.9%	37.1%
Inspection & Mitigation Adj. Gross Profit	\$57.4	\$59.0
<i>I&M Adj. GM %</i>	24.4%	25.2%
Consulting Engineering Adj. Gross Profit	\$89.2	\$80.3
<i>CE Adj. GM %</i>	47.6%	47.0%
Geospatial Adj. Gross Profit	\$33.6	\$34.1
<i>GEO Adj. GM %</i>	51.0%	54.2%
Combined Adjusted EBITDA⁽¹⁾	\$57.7	\$55.6
<i>Combined Adjusted EBITDA Margin⁽¹⁾</i>	11.8%	11.9%

1Q 2026 Summary

- Revenue of **\$488M**
- Adjusted Gross Margin⁽¹⁾ of **36.9%**
- Adjusted EBITDA⁽¹⁾ of **\$58M**
- Adjusted EBITDA Margin⁽¹⁾ of **11.8%**

(1) Represents a non-GAAP financial measure. Refer to Appendix for reconciliation to GAAP financial metrics.
 Note: 1Q 2026 amounts reflect TIC Solutions' consolidated results as reported, and 1Q 2025 amounts reflect "Combined" amounts. 1Q 2025 combined revenue, combined adjusted gross profit, combined adjusted gross margin, and combined adjusted EBITDA figures are not presented in accordance with GAAP or Article 11 of Regulation S-X and represent the sum of Acuren reported Predecessor and Successor results and NV5 reported results for each fiscal period shown (NV5 segment and consolidated financials are sourced from annual SEC filings, investor presentations, and management estimates). Adjusted gross profit, adjusted gross margin, and adjusted EBITDA reflect each company's respective non-GAAP definitions and may not be comparable to similarly titled measures of other companies. No pro forma adjustments or purchase accounting 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. Reconciliations to the most directly comparable GAAP measures are not provided for segment-level combined adjusted gross profit or combined adjusted gross margin.



2026 Guidance

Revenue range of **\$2,150 – \$2,250 million**
Adjusted EBITDA range of **\$330 – \$355 million**



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Appendix – Non-GAAP Reconciliations

Reconciliation of Non-GAAP Financial Measures Adjusted Gross Profit and Adjusted Gross Margin

(amounts in thousands)
(Unaudited)

Three Months Ended March 31, 2026	Inspection and Mitigation	Consulting Engineering	Geospatial	Total
Revenue	\$ 234,827	\$ 187,341	\$ 65,861	\$ 488,029
Cost of revenue	194,066	98,191	34,471	326,728
Gross profit	\$ 40,761	\$ 89,150	\$ 31,390	\$ 161,301
Depreciation expense included in cost of revenue	16,627	–	2,216	18,843
Adjusted gross profit	\$ 57,388	\$ 89,150	\$ 33,606	\$ 180,144
Adjusted gross margin⁽¹⁾	24.4%	47.6%	51.0%	36.9%

Three Months Ended March 31, 2025	(As Reported)	(Combined)			
	Total	Inspection and Mitigation	Consulting Engineering ⁽²⁾	Geospatial ⁽²⁾	Total
Revenue	\$ 234,215	\$ 234,215	\$ 171,029	\$ 63,016	\$ 468,260
Cost of revenue	190,546	190,546	90,687	30,628	311,861
Gross profit	\$ 43,669	\$ 43,669	\$ 80,342	\$ 32,388	\$ 156,399
Depreciation expense included in cost of revenue	15,362	15,362	–	1,759	17,121
Adjusted gross profit	\$ 59,031	\$ 59,031	\$ 80,342	\$ 34,147	\$ 173,520
Adjusted gross margin⁽¹⁾	25.2%	25.2%	47.0%	54.2%	37.1%

(1) Adjusted Gross Margin is calculated as Adjusted Gross Profit divided by revenue for the applicable period.

(2) The amounts presented for the combined three months ended March 31, 2025 for Consulting Engineering and Geospatial are based on the Company's reclassification of certain costs that NV5 historically presented within "Salaries and wages, payroll taxes, and benefits" which the Company classifies as "Cost of revenue."

Note: Combined figures are not in accordance with GAAP or Article 11 of Regulation S-X and represent the sum of Acuren and NV5 reported results for each fiscal period shown. Amounts have been adjusted to conform presentation, including certain labor reclassifications between cost of revenue and SG&A to align direct and indirect labor treatment across the combined periods. NV5 reported on a weekly fiscal calendar, and the comparable period ended on March 29, 2025 rather than March 31, 2025. 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.

Reconciliation of Non-GAAP Financial Measures Adjusted EBITDA and Adjusted EBITDA Margin

(amounts in thousands)
(Unaudited)

	Three Months Ended March 31,	
	2026	2025
Net loss	\$ (41,549)	\$ (25,793)
Income tax provision (benefit)	(16,458)	1,465
Interest expense, net	29,021	16,007
Depreciation and amortization expense	58,880	28,599
EBITDA	29,894	20,278
Adjustments		
Acuren Acquisition transaction related expenses ⁽¹⁾	-	467
Acquisition related transaction and integration expenses ⁽²⁾	14,127	858
Business transformation costs ⁽³⁾	2,198	2,650
Non-cash stock compensation expense ⁽⁴⁾	12,912	1,108
Other non-recurring charges ⁽⁵⁾	(1,385)	491
Adjusted EBITDA	\$ 57,746	\$ 25,852
Adjusted EBITDA margin ⁽⁶⁾	11.8%	11.0%

(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, one-time 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.

Reconciliation of Non-GAAP Financial Measure Organic Change in Revenue (On an NV5 Combined Basis)

(Unaudited)

	Three Months Ended March 31, 2026
Change in Revenue (As Reported)	108.4%
Impact from NV5 Revenue ⁽¹⁾	104.1%
Total Combined Revenue Growth (As Reported)	4.3%
Foreign Currency Translation ⁽²⁾	(1.2%)
Total Combined Revenue Growth (Constant Currency)	3.1%
Acquisitions ⁽³⁾	(0.9%)
Organic Change in Revenue (NV5 Combined)	2.2%

(1) Adjustment to include NV5's revenue for the three months ended March 31, 2025 for purposes of calculating combined organic revenue growth.

(2) Represents the effect of foreign currency on reported revenue, calculated as the difference between reported revenue and revenue at fixed currencies for the period. Fixed currency amounts are based on translation into U.S. Dollars at fixed foreign currency exchange rates established by management.

(3) Adjustment to exclude revenue from material acquisitions from their respective dates of acquisition until the first year anniversary from date of acquisition. This adjustment also excludes material NV5 acquisitions from the combined comparable period.

Reconciliation of Non-GAAP Financial Measure

Combined Revenue Reconciliation

Combined Revenue (\$ in millions)	Last Twelve Months Ended March 2026	Last Twelve Months Ended March 2025
Acuren revenue from Successor period	\$1,099.5	\$697.7
Acuren revenue from Predecessor period	-	\$410.8
Combined Acuren revenue⁽¹⁾	\$1,099.5	\$1,108.5
NV5 revenue included in TIC results (after Aug 4, 2025 close)	\$684.5	-
NV5 revenue not included in TIC results (through Aug 4, 2025)	\$346.8	\$962.8
Combined Acuren and NV5 revenue⁽²⁾	\$2,130.8	\$2,071.3

(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 to July 29, 2024 and Acuren Corporation (Successor) for the period from July 30, 2024 to 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 ends on or around December 28 or December 30, which may 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.

The background features a hand holding a tablet, overlaid with a blue network of nodes and lines. The background also shows an industrial facility with towers and tanks. In the bottom left, there is a hexagonal grid pattern. In the bottom right, there is a colorful abstract graphic.

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Thank you!
