TiC Solutions

# Investor Presentation

March 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," "anticipate," "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 success and priorities in 2026 and beyond, (viii) its segments, including segment revenue and the key growth drivers, segments and capabilities, (ix) its integration plans, synergies and NV5 cross-selling opportunities and momentum, and (x) its segments in 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 it 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 their 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 combined company may fail to realize anticipated synergies or other benefits expected from the Merger in the timeframe expected or at all and (xv) 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, and Adjusted Gross Margin, 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 a year-over-year comparison in revenue as it excludes the impacts of material acquisitions, divestitures, and the impact of changes due to foreign currency translation. When presented on a 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 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 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 year ended December 31, 2024 and 2025 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 three months ended December 31, 2024 and twelve months ended December 31, 2024 and 2025, which are non-U.S. 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 three and twelve months ended December 31, 2024, 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.

# 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**

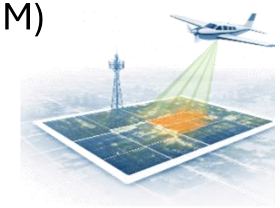
*Consulting and engineering services focused on infrastructure, buildings, data centers, utilities, and environmental*

### 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*

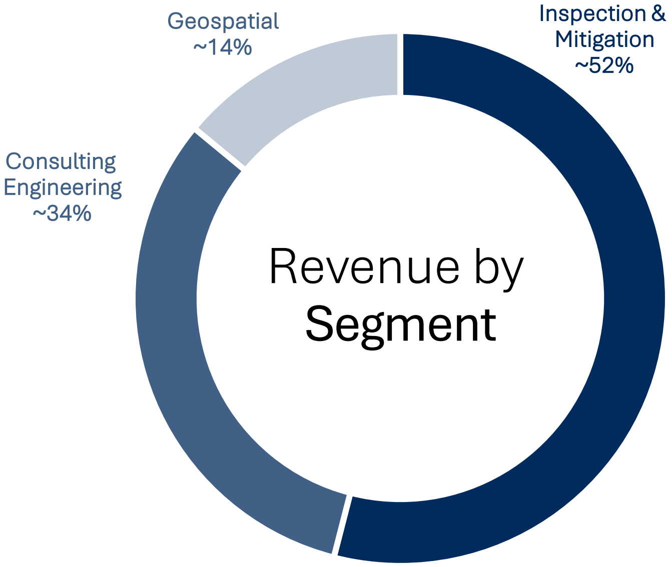
(1) Revenue figures reflect combined FY2025 revenue. Employee counts reflect approximate headcount as of year-end 2025.
Note: Combined revenue figures are not in accordance with GAAP or Article 11 of Regulation S-X and represent the sum of Acuren reported Predecessor and Successor revenues and NV5 reported 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.

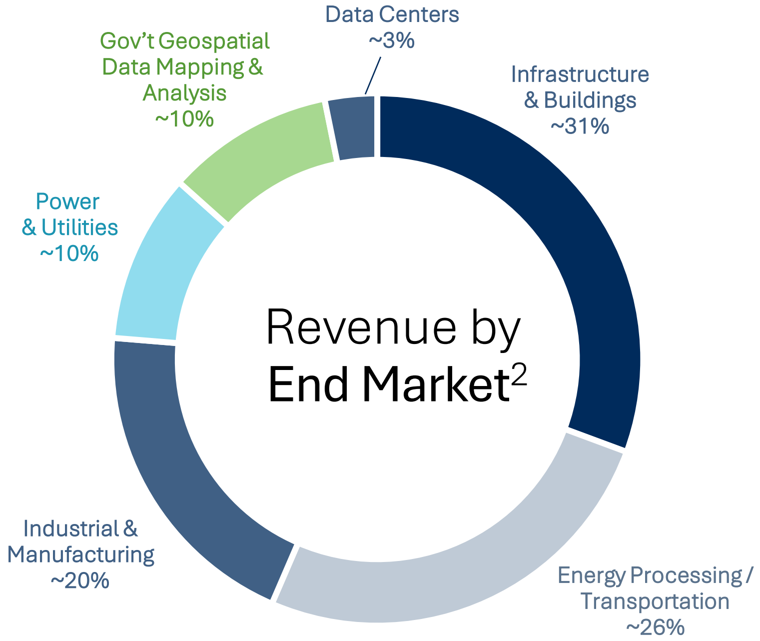
# TIC Solutions at a Glance: Financial Overview

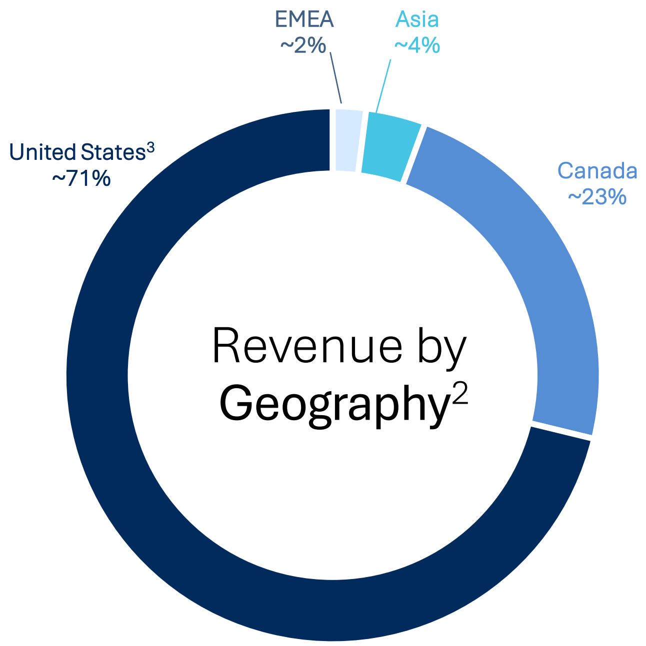
**2025 Combined Financial Profile**

$2.1B Revenue[1] | ~38% Adj. Gross Margin[1] | ~15% Adj. EBITDA Margin[1]

## 2025 Combined Revenue Mix




(1) Combined Revenue, Adjusted Gross Margin, and Adjusted EBITDA Margin are non-GAAP financial measures. See Appendix pages 21–23 for reconciliations of combined revenue, Adjusted Gross Profit and Adjusted Gross Margin, Adjusted EBITDA and 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 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 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 predecessor and Successor reported, combining their previous US and Canada segments. Resulting revenue is divided by total combined revenues. 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.

# Investment Highlights for TIC Solutions

1. Scaled North American Provider of Tech-Enabled Testing, Inspection, Certification, and Compliance (TICC), Engineering, and Geospatial Services, with Differentiated Positions in Niche Markets
2. Services are Mission Critical, Non-Discretionary, and Often Recurring or Programmatic, with Compliance-Driven Demand
3. Diversified End Markets and Geographies, with Complementary Capabilities Across Service Lines and Cross-Selling Opportunities
4. Attractive Financial Profile, with an Asset-Light Model, Low Capex, and Strong Cash Generation
5. Track Record of Above-Market Organic Growth, Supported by Disciplined, Accretive M&A in Fragmented Markets

# One Partner Across the Full Asset Lifecycle

TiC Solutions

| Plan | Build | Operate | Maintain |
|---|---|---|---|
| Planning<br>Design<br>Advisory | Engineering<br>Permitting<br>Project Management | Safety<br>Compliance<br>Inspection<br>Monitoring | Testing<br>Integrity Management<br>Mitigation<br>Ongoing Reliability |

NV5

ACUREN

# Provider of Mission Critical Engineering and Tech-Enabled Services for Industrial, Infrastructure and Building Customers

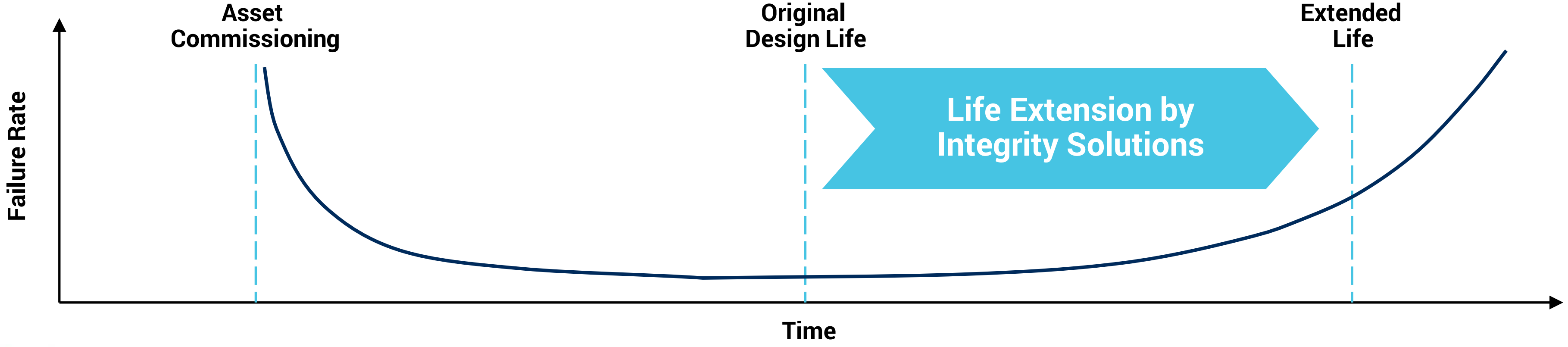








## Aging Infrastructure Needs Asset Integrity Services Throughout Lifecycle




**~ 30%+** (1)
Loss Incidents Occur for Assets <10 Years Old

**~ 50%+** (1)
Loss Incidents Occur for Assets >20 years Old

TiC Solutions

(1) Reflects management estimates.

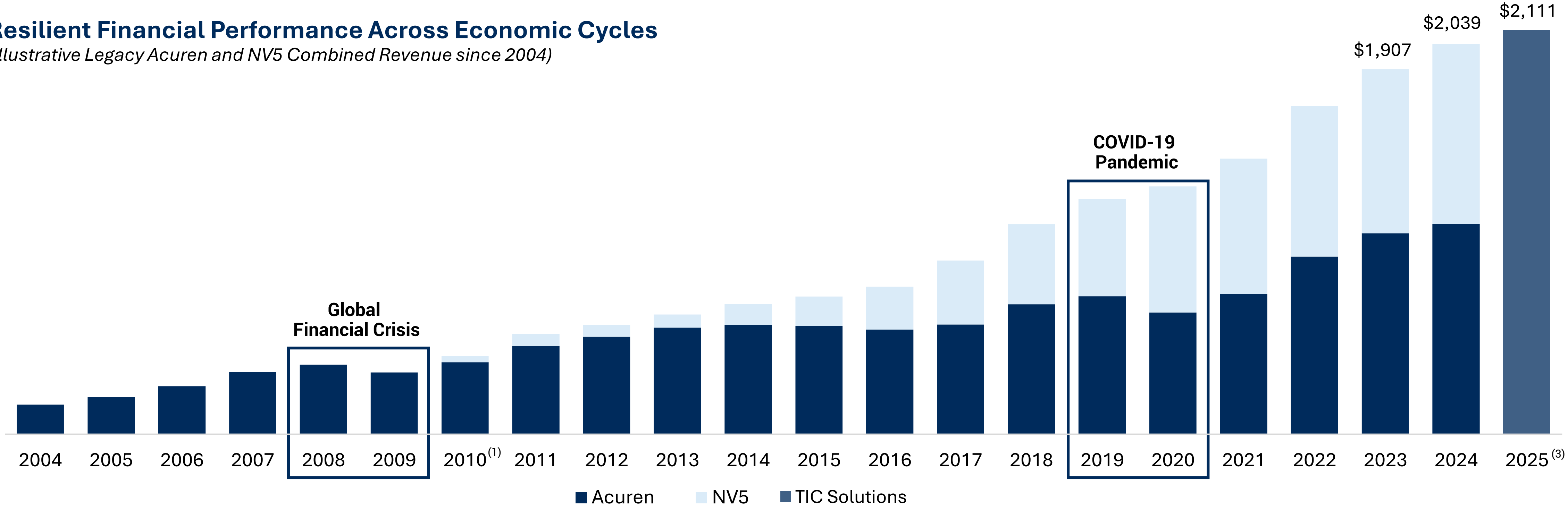
# Non-Discretionary Demand Drives Resilient Financial Performance Across Economic Cycles

## Key Combined Statistics

| | | | |
|---|---|---|---|
| **$2.1B[(1)]** 2025A Revenue | **12,000+[(2)]** Employee Count | **250+[(2)]** Locations | **~71% / ~29%[(3)]** United States / International Revenue |

## Resilient Financial Performance Across Economic Cycles

*(Illustrative Legacy Acuren and NV5 Combined Revenue since 2004)*




(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 Predecessor and Successor 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) As of December 2025.
(3) Figures represent combined 2025 revenue.

# Our Strategic Priorities: Integration, Growth, and Execution

## One Operating Model

- Unified leadership & systems
- ~$25M synergy plan

## Lifecycle Cross-Selling

- Joint wins across end markets and geographies
- Align I&M, CE, and GEO go-to-market strategy

## People & Process

- One-company incentive model and culture
- Leadership alignment across 3 segments

## Focus on High-Growth, High Right-to-Win End Markets

- Expand data center and adjacent revenue
- Invest behind megatrend tailwinds (power, renewables, grid modernization)

# Illustrative Examples of Cross-Selling Opportunities

### Canadian Market Expansion
Acuren Strength / NV5 Whitespace

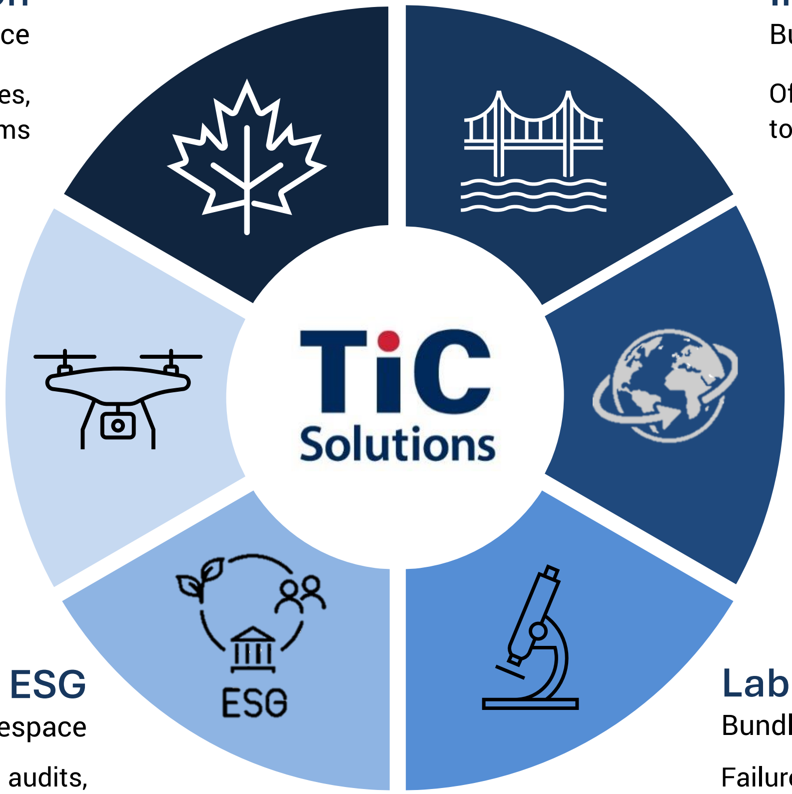
Existing customer service line expansion, utilities, transport authorities, regulatory-driven programs

### Infrastructure + Inspection Integration
Bundled Solutions for Existing Clients

Offering inspection and mitigation to bridges, tunnels, rail, water systems

### Geospatial
Leveraging NV5 Data Analytics

Power line and pipeline corridor mapping, remote inspections, terrain modeling, volumetric analysis




### Emerging & International Markets
NV5 Strength / Acuren Whitespace

Refinery and LNG maintenance & construction, aviation infrastructure, power plants

### Energy Transition & ESG
NV5 Capability / Acuren Whitespace

GHG baseline assessments, ESG audits, leak detection, scope verification

### Lab Testing & Engineering Integration
Bundled Solutions and Expanded Offerings

Failure analysis, material selection, welding qualification, corrosion analysis

# Early Evidence of Cross-Selling Momentum

### Bridge Inspection and Lifecycle Services for Major Public Infrastructure Asset

- Multi-year bridge services, with meaningful revenue expected in 2026, combining inspection, engineering, and rope-access
- Validates bundled service delivery in transportation infrastructure and breadth of lifecycle management across public assets

### NDT Services for Mission-Critical Data Center Infrastructure

- Multi-phase NDT engagement supporting cooling and piping infrastructure at Southern U.S. data center
- Establishes reference point in data center vertical and supports cross-selling for reliability, inspection, and engineering services

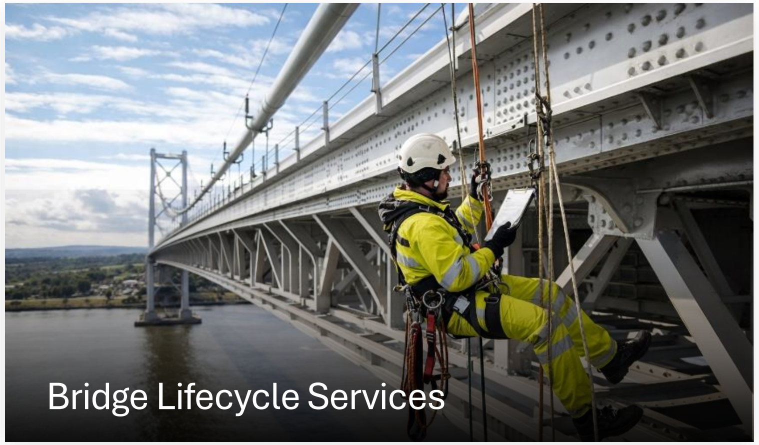
### NDT Services for Utilities Clients

- Early NDT wins and opportunities with public electric utility clients, supporting T&D infrastructure in the U.S. Northeast
- Creates a pathway to expand relationships through adjacent capabilities, including rope-access and inspection opportunities

### 3D Laser Scanning & Blueprints for 1,000+ Retail Locations

- Nationwide rollout across 1,000+ U.S. locations alongside technology partner to implement real-time RFID tracking
- CE digital modeling and I&M field resources utilized to deliver scalable building documentation and program management

Data Center Cooling NDT



Bridge Lifecycle Services

Utility Infrastructure NDT

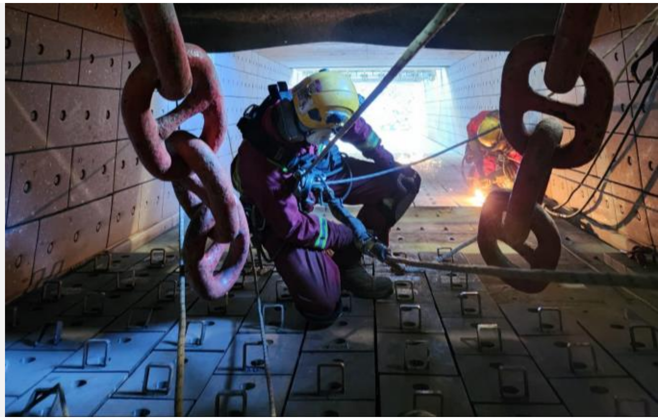
Retail Laser Scanning


TiC Solutions

# Segment Overview

# Inspection & Mitigation (I&M) Segment Overview

- ✓ ~52% of 2025 Combined Revenue[(1)]
- ✓ Protects Critical Assets and Infrastructure
- ✓ Long Growth History & Stable Margins
- ✓ Best-in-Class Safety Culture
- ✓ Robust Technician Training & Development
- ✓ Strategically Located Facilities
- ✓ Highly Fragmented Industrial TICC Market



## Nondestructive Testing (NDT)

*(~70% of I&M)*

- ✓ **North American leader** in NDT services, including advanced / tech-enabled solutions
- ✓ **Largest labor capacity** with leading workforce of certified technicians and best-in-class training
- ✓ **Drones & robotics** inspection platforms

## Rope Access Technician

*(~20% of I&M)*

- ✓ **Integrated access solutions offering** including inspection, repair and specialty craft services
- ✓ **Reduced scheduled scope time** by 30% - 80%
- ✓ **Minimized cost** with 30% - 60% savings
- ✓ **Provides access** to confined spaces & otherwise inaccessible areas

## Engineering & Lab

*(~10% of I&M)*

- ✓ **Comprehensive materials engineering and lab testing services**
- ✓ **Field & laboratory services** to identify cause of failures quickly
- ✓ **Predictive & preventative applications** to improve reliability of essential facilities & operations

*Serving non-discretionary demand, helping customers maximize uptime and maintain compliance*



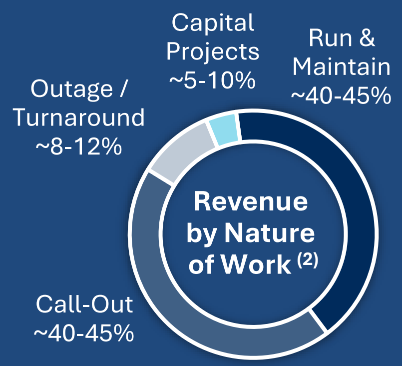
(1) See footnote two on page 4.

# Inspection & Mitigation: Non-Discretionary & Recurring

## Minimal Customer Spend. Impactful Compliance & Reliability.

Non-discretionary services fueled by mandated regulatory compliance, safety in high-stakes environments, insurance requirements & prevention of costly failures.

Small portion of customer operating spend (~1-2% of Customer Site OpEx Budget[(1)]), but often mission-critical.


## Recurring / Re-Occurring Asset Integrity Management Solutions

Non-Discretionary – Mandated Quantity & Frequency

Driven by a Heightened Safety and Regulatory Environment

Recurring / Re-Occurring OpEx & Maintenance-Linked Demand

Commercial Discipline & Work Acceptance Protect Margin Integrity

TiC Solutions

(1) Based on 2023 third-party market study.
(2) Nature of Work: **Run & Maintain** is nested technicians providing daily recurring solutions. **Call-Out** is service area technicians providing re-occurring solutions. **Outage / Turnaround** is technicians and engineers inspecting equipment while the facility is not operating which allows access the inside of vessels, tanks, and furnaces; outage frequencies vary but are most typically annual. **Capital Projects** are Inspection of newly manufactured or fabricated equipment.

# Consulting Engineering (CE) Segment Overview

- ✓ ~34% of 2025 Combined Revenue[(1)]
- ✓ Infrastructure & Building Engineering
- ✓ Scalable Across Entire Asset Lifecycle
- ✓ Supporting Essential Infrastructure
- ✓ Utility, Transport, and Water Infrastructure
- ✓ Mandated Services: Engineering Design, Surveying, Program Management & Environmental

## Key Drivers

- ✓ **Data Center Growth**
- ✓ **Solar, Battery Storage & EV Expansion**
- ✓ **Electrical & Gas Grid Infrastructure Upgrades**
- ✓ **Aging Transportation Infrastructure Modernization**
- ✓ **Public Works Growth**
- ✓ **Global Expansion & Digital Solutions**

## Key Capabilities

- **~40% Infrastructure**
  Design & Survey; Conformity Assessment
- **~20% Power Delivery**
  Utility undergrounding
- **~20% Buildings**
  Planning & Design; Public, Private; Healthcare; Digitization & Specialty Services
- **~10% Environmental**
  Real Estate DD; Compliance; Radiation Safety
- **~10% Data Centers**

## Key Takeaways

- ✓ **Resilient Demand Drivers**
  Recurring EHS compliance, DOT and public works funding, utility undergrounding, and clean energy transition
- ✓ **Secular Growth Tailwinds**
  Electrical grid hardening and data centers
- ✓ **Digital Leverage**
  Building digitization, digital twins, and monitoring add recurring revenue layers

TiC Solutions

(1) See footnote two on page 4.

# Consulting Engineering: Data Centers

## Designing, Commissioning & Optimizing High-Density AI Infrastructure

TIC Solutions partners with the majority of leading global hyperscalers across North America and Asia, supporting multi-site campus expansions and brownfield retrofits in key hyperscale regions.

## Cooling, electrical & IT systems design & commissioning for data center performance & energy optimization

Deep hyperscaler relationships with global MSAs & multi-scope expansions

Proven differentiators such as liquid cooling design & modeling

Expertise in retrofits that unlock stranded compute capacity

Grid modernization and clean-energy interconnects

Integrated platform with potential to unify inspection, engineering, commissioning, utility and building digitization expertise

# Geospatial (GEO) Segment Overview

- ✓ ~14% of 2025 Combined Revenue[1]
- ✓ Data Solutions for Transportation, Utilities, Water & Natural Resources
- ✓ Predictive Modeling Supporting Recurring Use Cases
- ✓ Fully Scalable, AI-Enabled Workflows
- ✓ Proprietary Software, Analytics & Algorithms
- ✓ Subscription-Based Geospatial Software with Cloud Engagement


## Key Drivers

- ✓ **Infrastructure Investment**
  Spend in utility, transportation & defense asset management
- ✓ **Defense Funding Tailwinds**
  Increasing Federal budget allocations for infrastructure protection
- ✓ **Regulatory Mandates**
  Federal requirement to use consultants ensures recurring demand
- ✓ **Maritime & Port Resilience**
  Heightened safety, navigation, and compliance requirements
- ✓ **Climate Resilience**
  Mandated coastal resilience and flood plain mapping
- ✓ **Water & Natural Resource Security**
  Growing need for supply monitoring, forecasting, and conservation
- ✓ **AI-Enabled Analytics**
  Proprietary software, LiDAR classification, and deep learning models

## End Markets

- ~50% Federal (Civil, Defense, Intelligence)
- ~20% State & Regional Government
- ~30% Commercial (incl. Utilities)

## Key Growth Segments

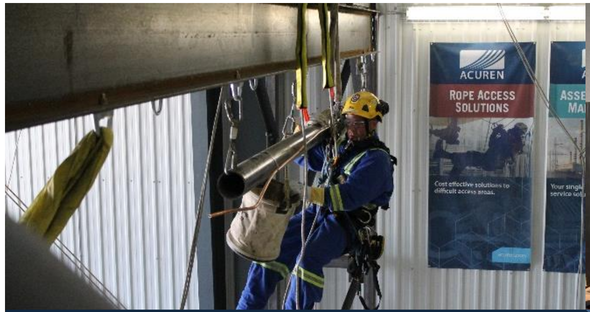
- ✓ National Security Applications
- ✓ Water Resources
- ✓ Rare Earth Minerals
- ✓ Maritime & Port Navigation
- ✓ Coastal Resilience & Flood Plain Mapping

(1) See footnote two on page 4.


TiC Solutions

# Appendix – Reference Materials

# Evolution of TIC Solutions




### 1965 – 1997

- 1965 – Canadian roots: Hanson Materials Engineering established
- 1991 – US Business established with Longview Inspection
- 1991 – Canspec Acquires Hanson Materials Engineering
- 1997 – Canspec & Longview Merger with ~$60M combined revenue

### 1998 – 2019

- Culture of growth, completed 38 acquisitions
- 1998 – Training organization Hellier
- 2005 – New branding with Acuren across the platform
- 2006 – Expansion into Midwest with acquisition of U.S. Inspection
- 2010 – Expansion into Rope Access with acquisition of Remote Access Technologies (RAT)
- 2019 – Sold to American Securities; Tal Pizzey named CEO

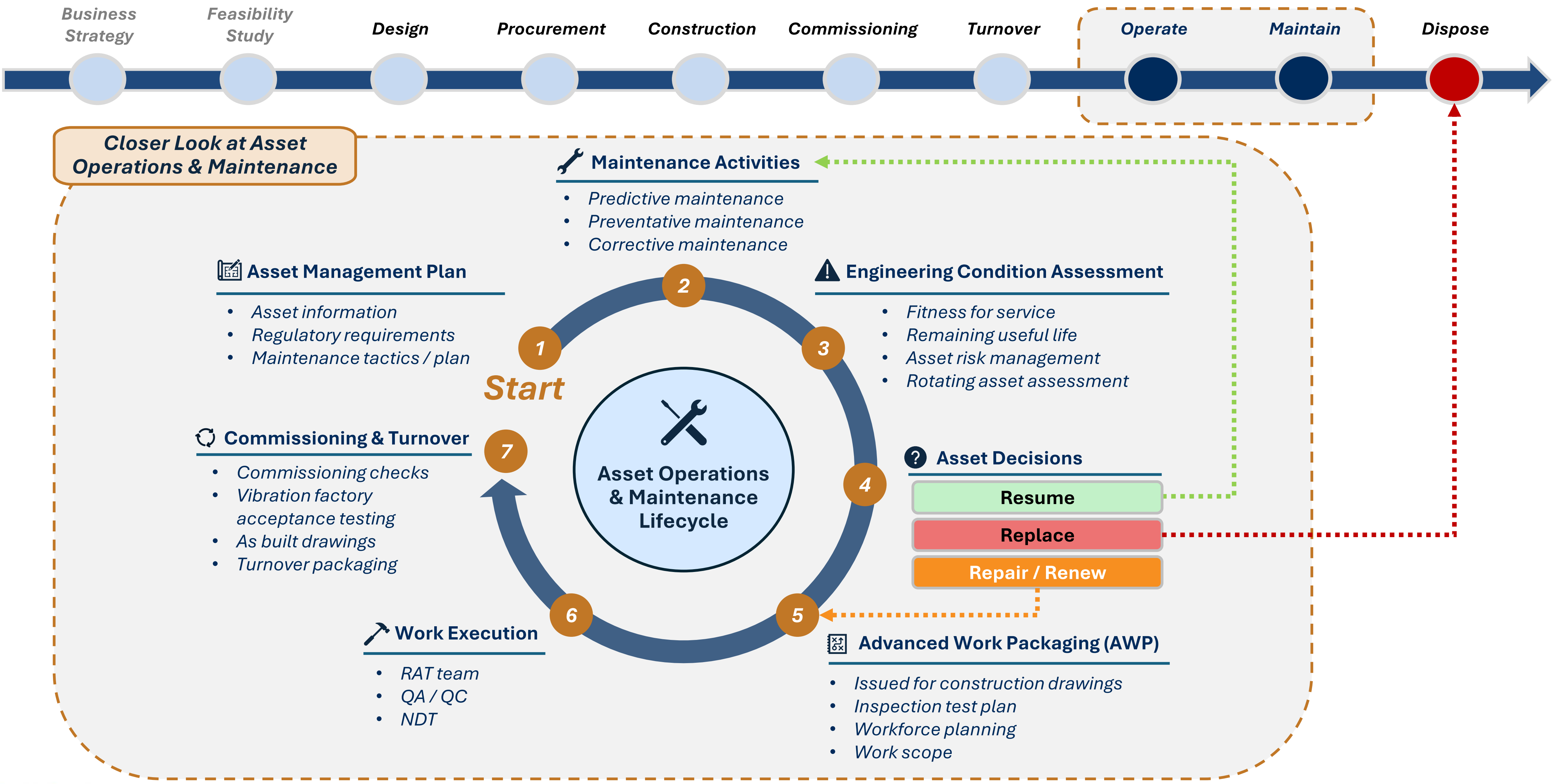

### 2020 – 2023

- Completed 13 Acquisitions, including Premium and Versa with >$75M revenue each
- Expansion of US Engineering and entry into renewable energy end markets
- Diversification of end markets, enhanced focus on recurring revenue

### 2024 – Present

- 2024 – Completed Admiral transaction and publicly listed
- 2024 – Kristin Schultes named CFO
- 2025
  - Listed on NYSE under ticker TIC
  - Completed transformational acquisition of NV5 (expanded scale)
  - Rebranded as TIC Solutions
- 2026 – Ben Heraud announced as Incoming CEO (effective Mar 31)

# Asset Life Cycle Management – TICC and Engineering




TiC Solutions

# Reconciliation of Non-GAAP Financial Measure
# Combined Revenue Reconciliation

| Combined Revenue *($ in millions)* | 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 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.

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

*(amounts in thousands)*
(Unaudited)

| | Three Months Ended Dec 31, | | Year Ended Dec 31, | | |
|---|---|---|---|---|---|
| | Successor 2025 | Successor 2024 | Combined 2025 (Acuren + NV5) | Successor 2025 | Combined 2024 (Predecessor + Successor) |
| **Successor period** | | | | | |
| Gross profit | $ 178,862 | $ 54,475 | $ 721,497 | $ 449,359 | $ 103,679 |
| Depreciation expense included in cost of revenue | 18,453 | 13,801 | 72,577 | 68,238 | 25,282 |
| **Predecessor period** | | | | | |
| Gross profit | - | - | - | - | $ 161,985 |
| Depreciation expense included in cost of revenue | - | - | - | - | 22,123 |
| **Adjusted gross profit** | **$ 197,315** | **$ 68,276** | **$ 794,074** | **$ 517,597** | **$ 313,069** |
| **Adjusted gross margin(1)** | **38.8%** | **26.1%** | **37.6%** | **33.8%** | **28.5%** |

TiC Solutions

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

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

*(amounts in thousands)*
(Unaudited)

| | Three Months Ended Dec 31, | | Twelve Months Ended Dec 31, | | |
|---|---|---|---|---|---|
| | Successor 2025 | Successor 2024 | Combined 2025 (Acuren + NV5) | Successor 2025 | Combined 2024 (Pre + Succ) |
| **Successor period** | | | | | |
| Net loss | $ (47,200) | $ (15,628) | $ (151,161) | $ (87,116) | $ (105,452) |
| Income tax benefit | 128 | (3,159) | (16,953) | (11,056) | (5,256) |
| Interest expense, net | 29,642 | 17,725 | 126,835 | 87,621 | 31,061 |
| Depreciation and amortization expense | 69,090 | 26,882 | 245,686 | 178,330 | 47,313 |
| **Predecessor period** | | | | | |
| Net loss | - | - | - | - | $ (15,703) |
| Provision for income taxes | - | - | - | - | 3,243 |
| Interest expense, net | - | - | - | - | 39,379 |
| Depreciation and amortization expense | - | - | - | - | 45,777 |
| **EBITDA** | **51,660** | **25,820** | **204,407** | **167,779** | **40,362** |
| **Adjustments** | | | | | |
| Predecessor seller-related expenses and stock compensation (1) | - | - | - | - | 29,477 |
| One-time non-cash equity charges (2) | - | - | - | - | 69,821 |
| Acuren Acquisition transaction related expenses (3) | - | 11,444 | 467 | 467 | 41,202 |
| Acquisition related transaction and integration expenses (4) | 14,575 | 594 | 62,514 | 41,249 | 2,878 |
| Business transformation costs (5) | 3,633 | - | 9,715 | 9,715 | - |
| Non-cash stock compensation expense (6) | 7,884 | 1,817 | 36,997 | 17,155 | 2,152 |
| Other non-recurring charges (7) | (1,389) | 1,070 | (2,297) | (2,297) | 790 |
| **Adjusted EBITDA** | **$ 76,363** | **$ 40,745** | **$ 311,804** | **$ 234,068** | **$ 186,682** |
| **Adjusted EBITDA margin (8)** | **15.0%** | **15.5%** | **14.8%** | **15.3%** | **17.0%** |

(1) Adjustment to add back expenses related primarily to the previous owner's compensation and stock incentive plans.
(2) Adjustment to add back the one-time non-cash stock compensation expenses for Founder Preferred Shares and independent director stock options for which the performance target was achieved when the Acuren Acquisition occurred.
(3) Adjustment to add back transaction related expenses for the Acuren Acquisition.
(4) 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.
(5) Adjustment to reflect the elimination of non-recurring costs related to business transformation expenses.
(6) Adjustment to add back stock compensation expense.
(7) Adjustment to add back other non-recurring charges including restructuring charges, IT development charges and certain gains, losses and balance adjustments.
(8) Adjusted EBITDA margin is calculated as Adjusted EBITDA divided by combined revenues for the applicable period.

TiC Solutions

# Thank you!