



Vision One Centuri

Strategy Overview

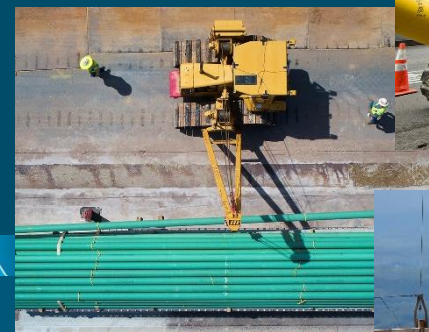
May 2026

THINK AHEAD »



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[Centuri.com](https://www.centuri.com)



Where We've Been

More than 115 years of client-focused, industry-leading experience

- NPL founded (1967)
- SWX buys NPL (1996)
- Geographic expansion begins

1967-1996



- Centuri formed
- Canadian gas businesses acquired
- Revenue reaches \$1B

2014-2015



1997-2013



- Further geographic expansion
- MSA relationships
- Reached \$500M revenue (2012)

2016-2023



- Electric diversification
- Acquisitions
 - NEUCO (2017)
 - Linetec (2018)
 - Riggs Distler (2021)

- A Century of service begins with the founding of Riggs Distler

1909



An Inflection Point – Leading to the Next Stage of Growth

- IPO in April
- New investors bring new expectations
- SWX maintains 80% ownership
- Approximately 4.5x Net Debt to Adjusted EBITDA

2024 - Transition



2025 - Inflection

- Fully separated from SWX
- Instill growth mindset
- Record \$3 billion annual revenue
- Canadian diversification (Connect acquisition)
- Fleet initiatives commence
- ~2.5x Net Debt to Adjusted EBITDA Ratio

- Capturing end-market tailwinds
- Balancing growth with profit improvement
- Maintaining lower risk profile
- Producing predictable earnings growth
- Delivering value to shareholders

2026-2029 - Growth



Centuri



CANYON
PIPELINE
A Centuri Company



CONNECT
UTILITY SERVICES
A Centuri Company



LINEEC
SERVICES
A Centuri Company



neuco
A Centuri Company



npl
A Centuri Company



NPL Canada
A Centuri Company



RIGGS
DISTLER
A Centuri Company

Moving ahead as One Centuri →

Strategic Objectives

Today, our *One Centuri* approach is anchored in four strategic objectives

Growth Objectives



**Top-Tier Revenue
Growth**



**Top-Tier Earnings
Growth**

Enabling Objectives



**Integrated Customer-
Facing Organization**



**World-Class Resource
Delivery & Learning**

The Energy Infrastructure Build-Out Creates Durable, Decade-Long Tailwinds

1

Grid Modernization

Utilities are investing a trillion dollars to replace aging transmission and distribution networks. This is a multi-decade capital program with no near-term end.

2

Electrification

Digital infrastructure and industrial electrification is expanding the electric grid faster than any period in the last 40 years, driving sustained T&D demand.

3

Gas Infrastructure Replacement

Aging cast iron and bare steel gas mains require sustained replacement investment across every major U.S. metro. Centuri's core gas business sits directly in this path.

4

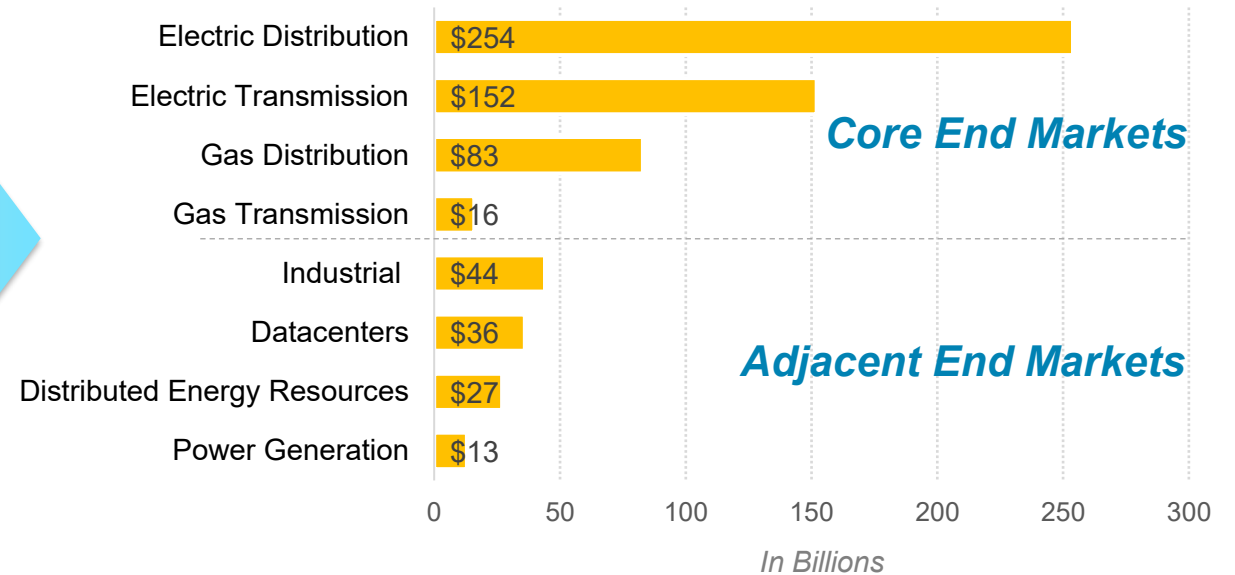
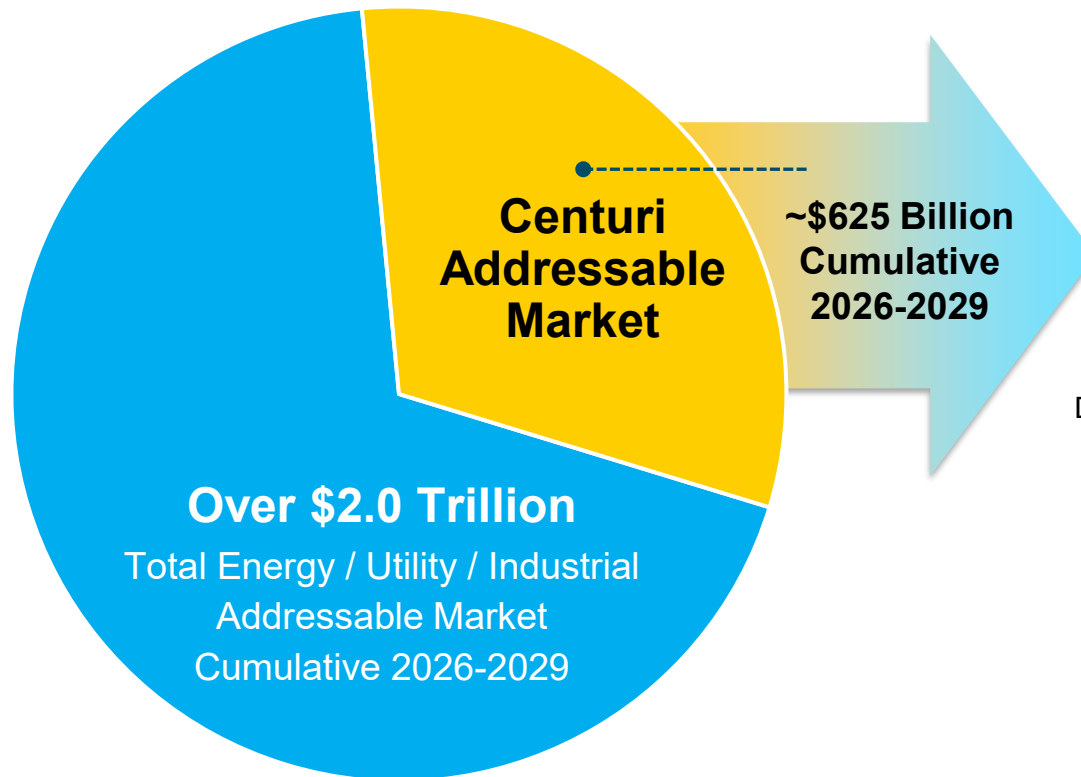
Power Demand

Overall demand is accelerating power infrastructure investment, creating durable opportunities in core and adjacent markets, including data centers, industrial, & distributed power.



Where We Are Today

In this large, attractive market, Centuri is well positioned to deliver sustainable growth



\$13 Billion
Centuri Current
Opportunity Pipeline

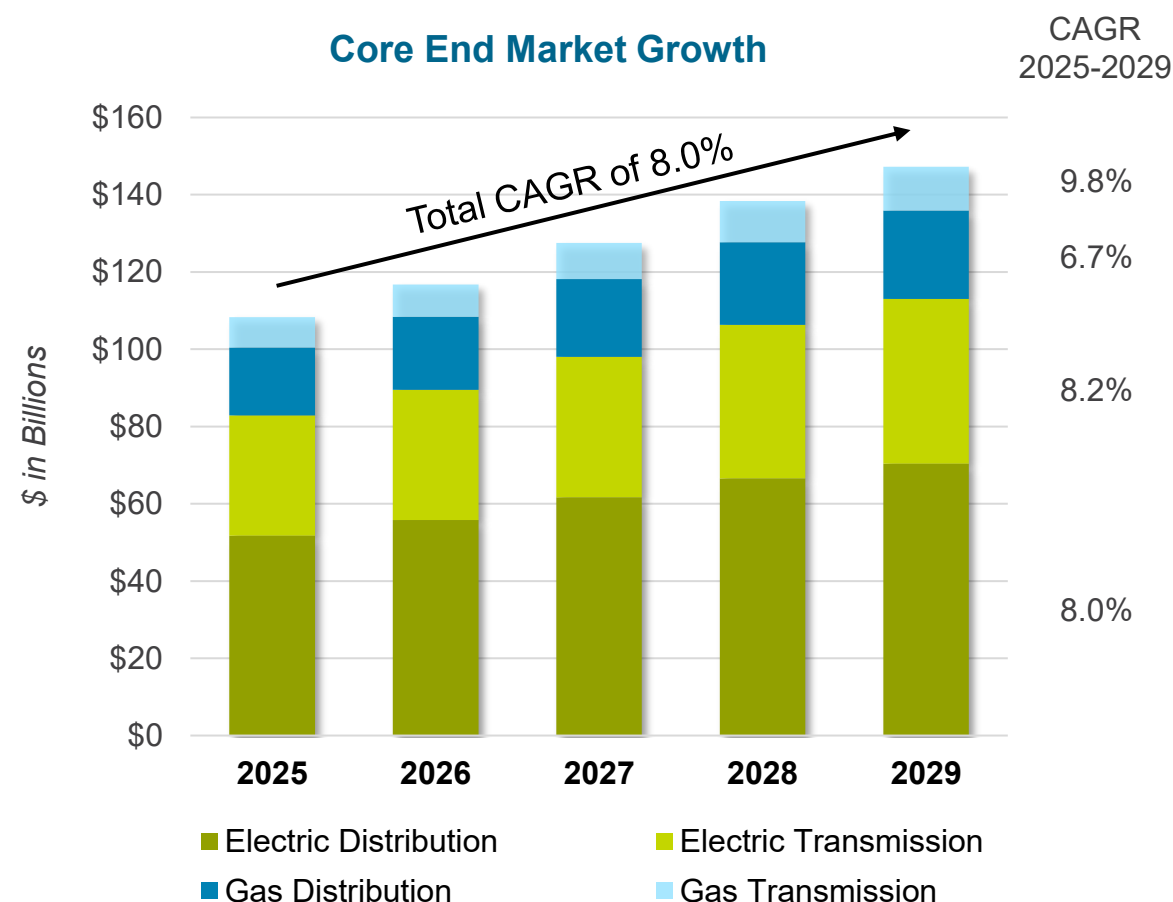
\$6.5 Billion
Centuri Current
Backlog

Total Addressable Market & Centuri Addressable Market Source: FMI Consulting
Opportunity Pipeline represents Centuri's current unweighted bids and opportunities tracked in its sales database.
Backlog represents estimated revenue under existing bid work and MSAs.

Substantial Opportunity – Core End Markets

Our core end markets provide plenty of opportunity for growth

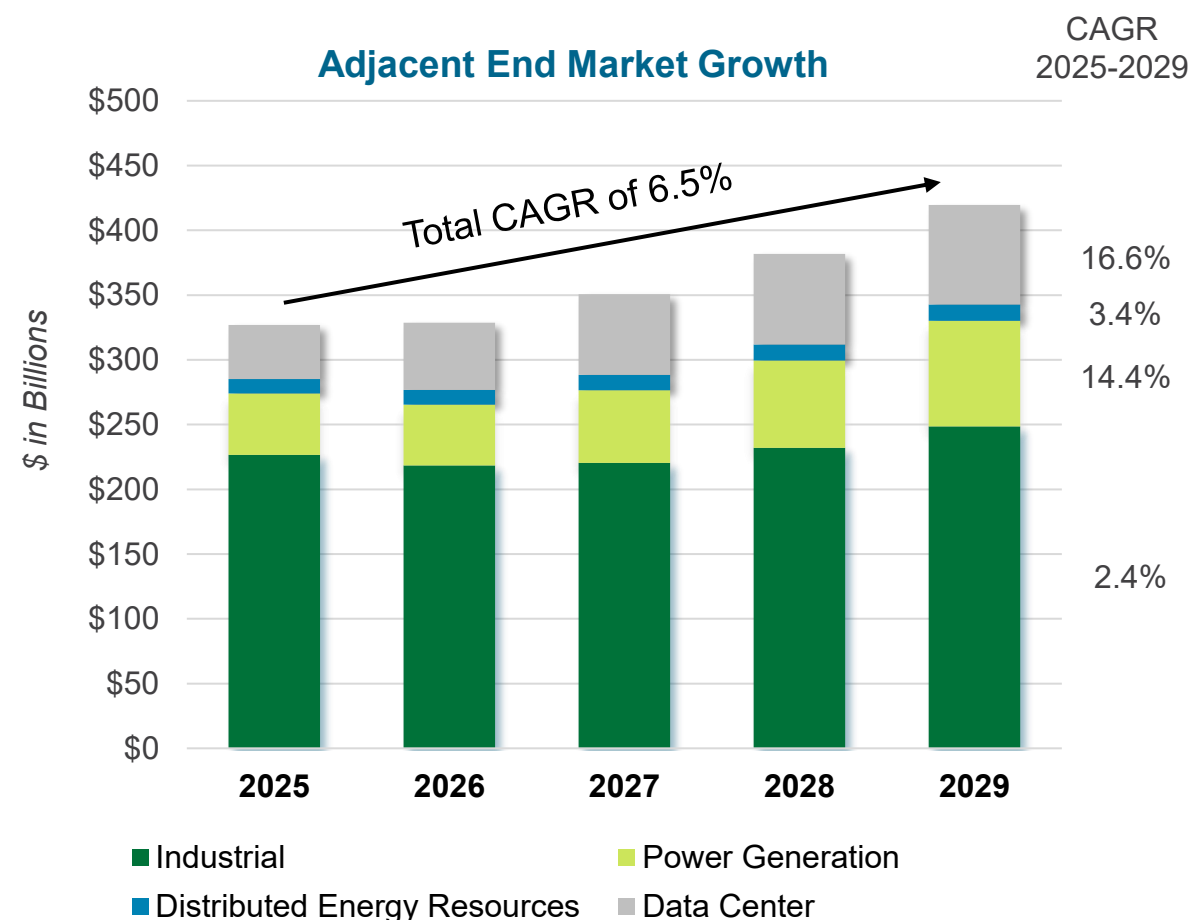
Total Addressable Markets Cumulative 2026-2029 \$ in billions			
Electric		Gas	
\$407		\$123	
Distribution	Transmission	Distribution	Transmission
\$254	\$152	\$83	\$40



Substantial Opportunity – Adjacent End Markets

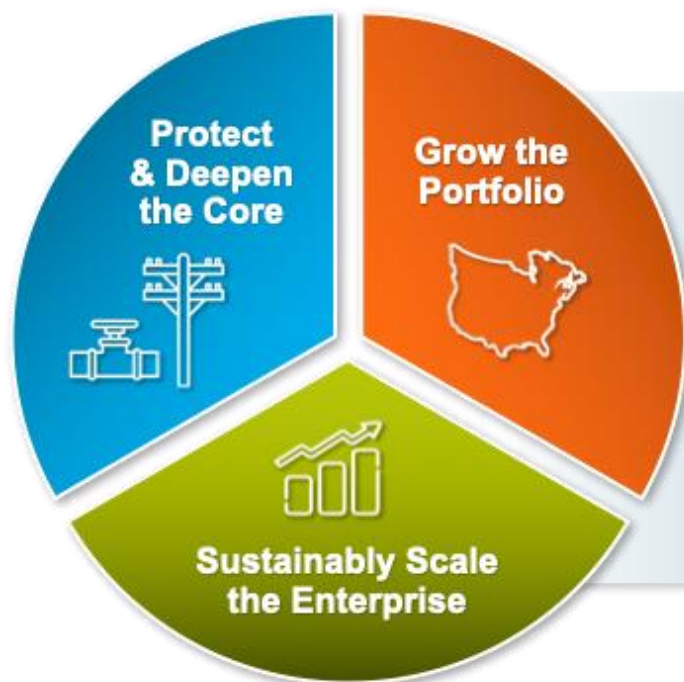
The adjacent markets we serve represent significant opportunity, require a disciplined approach, and can drive margin expansion

Total Addressable Markets Cumulative 2026-2029 \$ in billions	
Industrial	Power Generation
\$920	\$252
Distributed Energy Resources	Data Center
\$49	\$261



STRATEGIC AMBITION

Become North America's most trusted and highest-performing utility and energy infrastructure company. Growing profitably, operating as one, and delivering exceptional value to customers, employees, and shareholders.



Delivering top-tier growth and returns, while maintaining a low-risk profile.

2025-2029

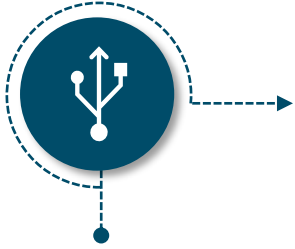
Base Revenue
**10% - 15%
CAGR**

Base Gross Profit Margin
**70 - 170 bps
expansion**



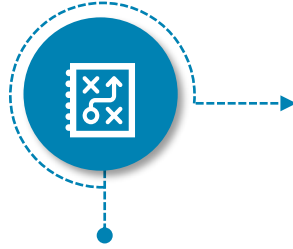
Protect & Deepen the Core

Recurring MSAs remain the foundation of Centuri, while growth in high-value bid work is creating a more balanced portfolio



CORE MARKETS

- Electric T&D
- Gas T&D
- Select adjacent markets
- Geographies where our capabilities and workforce set us up for success



STRATEGY

- Maintain 100% MSA renewal rate
- Win new and expanded scopes of work in existing MSAs
- Increase bid work
- Maximize margin opportunities through efficiency and pricing



IMPACT

- Stable, recurring revenue coming from a robust pipeline
- Diversification of the portfolio
- Margin expansion
- Increase market share





Grow the Portfolio



INITIATIVE

Expansion of Electric Transmission Services

Geographic Expansion

Portfolio Diversification

WHY

- Significant end-market demand exists, with opportunity to expand services
- Durable, capital-intensive, directly aligned with existing workforce

- Several major geographic areas offer opportunity to deliver Centuri capabilities (Southeast, Midwest, Canada)

- Growing adjacent markets offers significant opportunity to expand bid work
- Ability to utilize core capabilities
- Mix shift toward bid work enhances overall margins

WHY WE WIN

- Scale to win against small/regional competition and project size often too small for larger industry players
- Existing labor assets, equipment, footprint, and relationships

- Operating track record, core capabilities, customer relationships
- Existing labor assets, equipment, footprint, and relationships

- Operating track record, scale, agility
- Existing labor assets, equipment, footprint, and relationships

HOW WE GET THERE

- Execute “One Centuri” go-to-market strategy
- Leverage existing relationships
- Expand where capability and workforce support success
- Pursue high-value projects
- Expand business development focus to align with expansion targets
- Maximize margin opportunities through efficiency and pricing



Strategic M&A

Through strategic, tuck-in acquisitions we can reach into new markets, serve a wider range of customers, diversify our portfolio, and expand our core business



MARKETS

- Electric transmission
- Midwest and Southeast
- Opportunistic

STRATEGY

- Promote further commercial execution
- Enhance cross selling
- Add/expand key customer relationships
- Target companies with solid operating history and established customer relationships

IMPACT

- Grow in new markets and geographies
- Strengthen and build on core capabilities
- Expand the customer base



Strategic M&A – Case Study



Connect Atlantic Utility Services (Connect) was acquired in 2025, representing a tuck-in acquisition that fit Centuri criteria

MARKETS	STRATEGY	IMPACT
<i>Atlantic Canada Provinces</i>  ■ Newfoundland and Labrador ■ New Brunswick ■ Nova Scotia	✓ Established electric services in Canada ✓ Complementary customer base and geographic footprint creates significant cross-selling opportunity ✓ Added new customer relationships ✓ Strong operating track record	✓ Grow in new markets and geographies ✓ Strengthen and build on core capabilities ✓ Expand the customer base

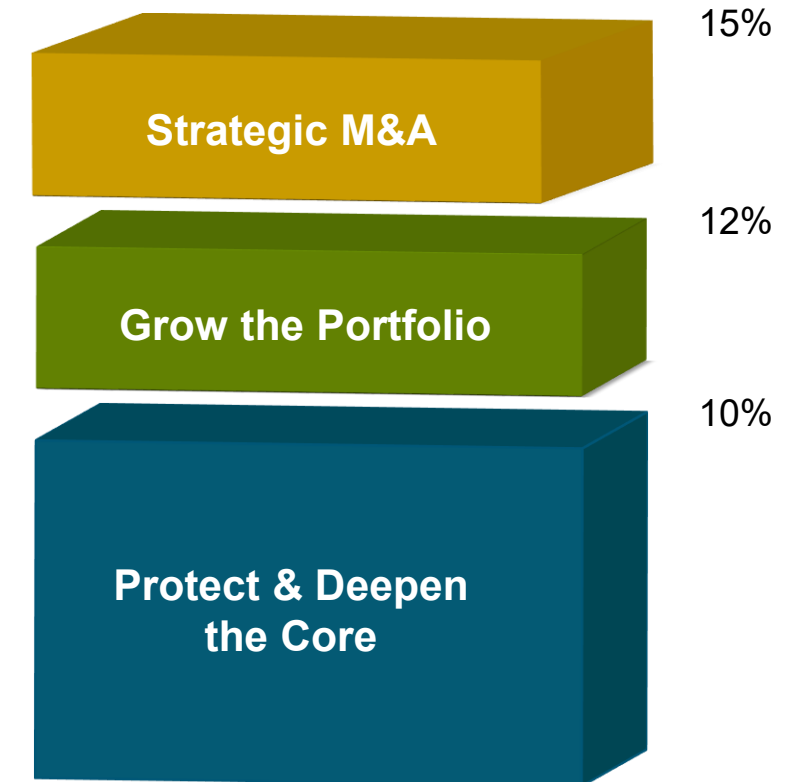


Drivers of Top-Tier Growth

Our Vision One Centuri strategy is built to drive meaningful, quality base revenue growth

- » Balancing the portfolio with recurring MSAs and higher-value bid work
- » Selectively pursuing growth initiatives underpinned by core capabilities and end market strength
- » Seeking out strategic M&A opportunities that build our strength and support our growth

Base Revenue CAGR 2025-2029



Base Revenue and Base Gross Profit Margin are non-GAAP measures and, as such, may not be comparable to a similarly titled measure of other companies.
Please refer to the appendix to this presentation for the definitions of each measure.
Strategic M&A growth assumes approximately \$550 million of acquisition base revenue by 2029.



Laying the Groundwork

In 2025 we put in place several processes and initiatives needed to support our growth



Talent & Learning Engine

- Targeted talent development, key talent hires and internal mobility
- Leadership pipeline development
- Scalable, enterprise-ready talent acquisition capabilities



Fleet Initiatives

- 50/50 buy vs lease model enhances free cash flow generation
- Operating and capital efficiency through improved utilization and decision making
- Leveraging data to drive safer, smarter operations



Sales Pipeline

- Established comprehensive business development data base
- Accountability and predictability engrained into the business
- Promote data driven decision making and project selectivity



World-Class Resource Planning & Delivery



We are implementing a focused, industry-leading plan to build the workforce needed to scale



Mapping workforce resourcing plans to business forecasts

- Tying workforce planning to market strategy. Forecast demand driving recruiting pipeline.
- Deploying labor to follow the work across geographies.
- Leveraging data-driven insights for precise, proactive, and real-time workforce planning.
- Workforce and recruiting plans in place for backlog and growth outlook.



Building robust workforce pipelines

- Aligning the leadership pipeline with succession and growth needs.
- Leveraging apprentice programs to rapidly develop the workforce, drive efficiency, and improve retention.
- Recruiting skilled workers from the military and related industries.
- Partnering with community colleges, trade schools, government vocational agencies.



Developing talent

- Using union and non-union flexibility to staff labor where it's needed.
- Upskilling and reskilling the existing workforce.
- Accelerating internal mobility to grow the bench and reduce external hiring dependency.
- Developing training academies for Project Managers, Estimators, and Superintendents.



Risk Management (Project Management Office)



Our increased bid work focus will require greater attention to structured risk management

Operational Governance

- Enterprise gatekeeper for all at-risk project pursuit and execution with established guardrails, bid/no-bid thresholds that govern how Centuri takes on lump-sum risk.
- Provide clear portfolio visibility and oversight, including project health, resource loading, margin risk, cash flows, and claims exposure.
- Standardize integrated project controls – cost, schedule, risk, and change management.
- Develop Quality Management System.

Operational Excellence & Business Intelligence

- Establish a single source of truth for project and portfolio performance.
- Deliver gross margin analytics, standardized cost tracking, and executive dashboards that allow leadership to manage through data.
- Process standardization: planning, forecasting, reporting, cost controls, and project reviews.
- Produce predictive project performance analytics.

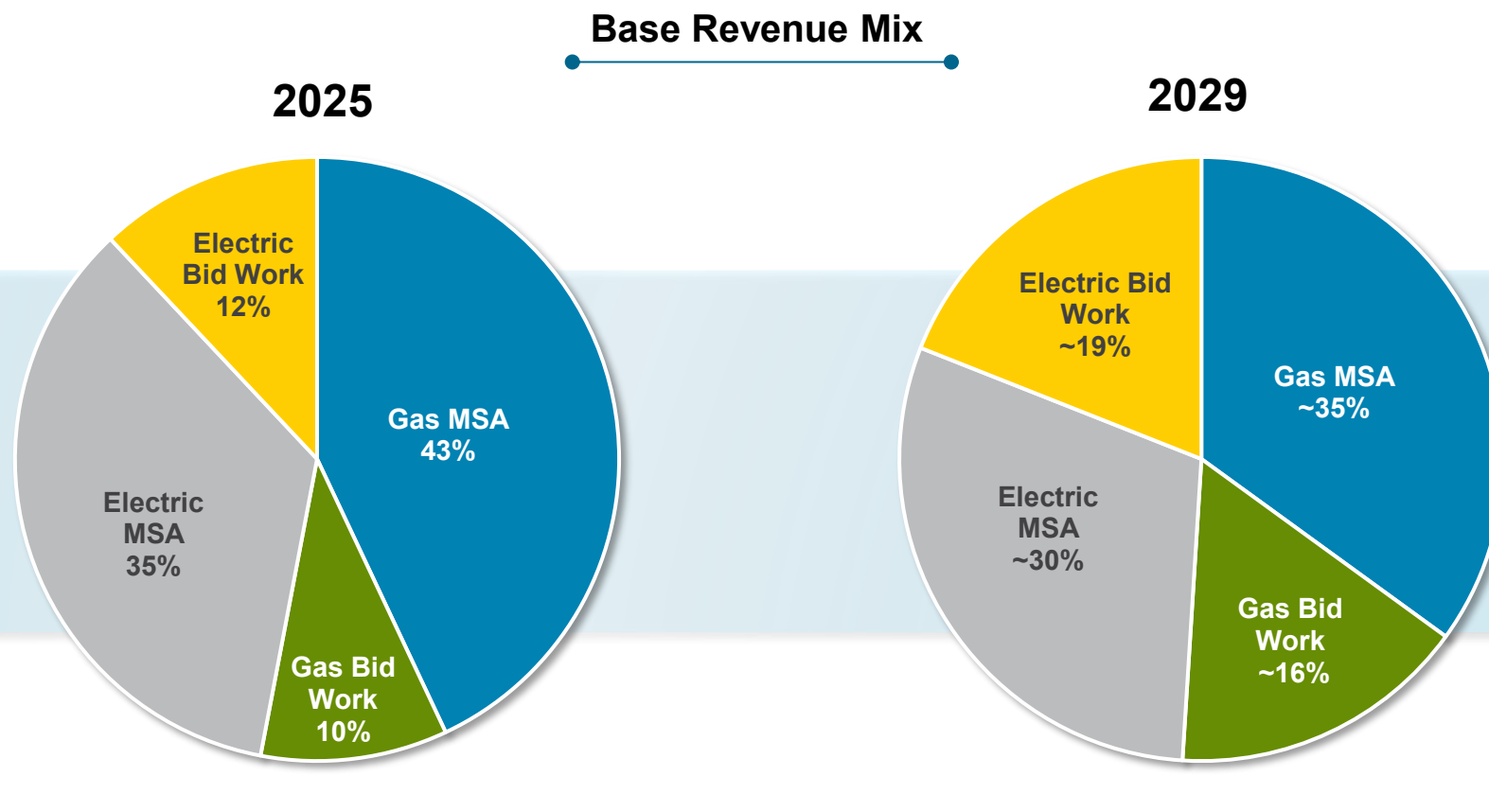
Continuous Improvement & Knowledge Management

- Build a structured engine to capture, warehouse, and apply lessons learned from every project.
- Convert individual experience into institutional knowledge that scales across OpCos.
- Create a searchable knowledge network that is a differentiator to Centuri and its clients.
- Close the learning loop by developing and communicating best practices.

IMPACT »

The Balanced Portfolio

Strategic execution leads to a more diverse and balanced portfolio



*Base Revenue and Base Gross Profit are non-GAAP measures and, as such, may not be comparable to a similarly titled measure of other companies. Please refer to the appendix to this presentation for the definitions of each measure.
Canadian operations included within gas MSA and gas bid work*

Segment Financial Framework

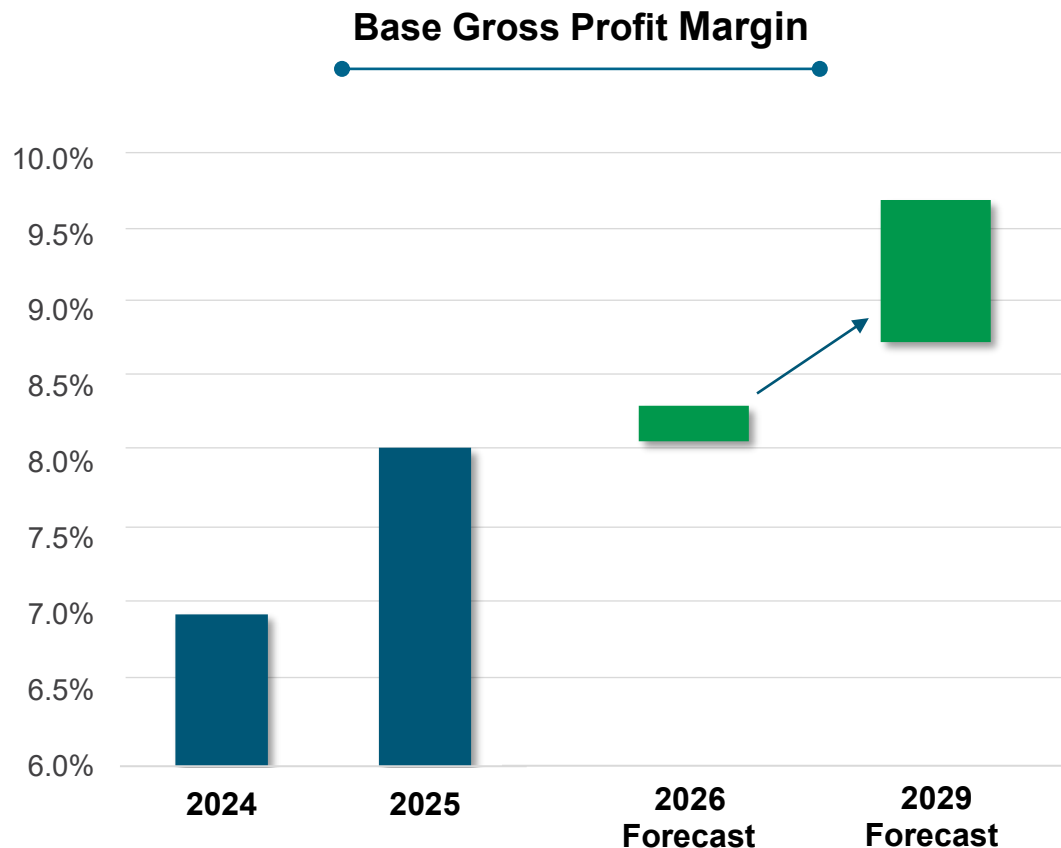
		Base Revenue CAGR (2025-2029)	2029 Target Base Gross Profit Margin
	U.S. Gas	9% - 10%	7.0% - 8.0%
	Canadian Operations	8% - 9%	15.5% - 16.5%
	Union Electric	10% - 13%	9.0% - 10.0%
	Non-Union Electric	11% - 15%	9.0% - 10.0%

Potential M&A not included in Base Revenue CAGR and Target Base Gross Profit Margin

Base Revenue and Base Gross Profit Margin are non-GAAP measures and, as such, may not be comparable to a similarly titled measure of other companies. Please refer to the appendix to this presentation for the definitions of each measure.

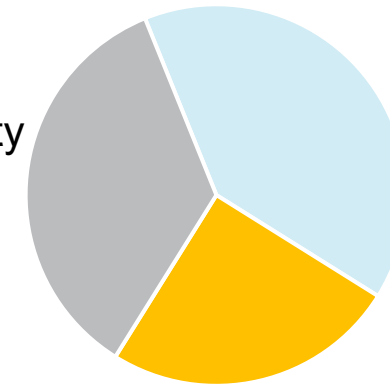
Margin Expansion

Our strategy is focused on expanding Base Gross Profit Margin



70 – 170 basis point improvement in Base Gross Profit Margin from 2025 to 2029⁽¹⁾

Mitigating first quarter seasonality



Operational excellence, optimize portfolio through increased pricing and project selectivity, fleet efficiency

Increased bid work, including higher margin electric transmission initiative

Base Gross Profit Margin are non-GAAP measures and, as such, may not be comparable to a similarly titled measure of other companies.

Please refer to the appendix to this presentation for the definitions of each measure.

(1) Includes the impact from the 50/50 fleet leasing model.

Consolidated Financial Targets

	2025 Actual	2025 - 2029 CAGR
Base Revenue	\$2.9B	10% - 15%
Base Gross Profit	\$234MM	12% - 19%
Adjusted EBITDA	\$249MM	9% - 17%
Adjusted EPS	\$0.43	30% - 45%
	2025 Actual	2029 Target
Base Gross Profit Margin	8.0%	8.7% - 9.7%
Net Debt to Adjusted EBITDA Ratio	2.5x	1.0x – 2.0x
Free Cash Flow conversion from Adjusted EBITDA	14.4%	40% - 50%

Base Revenue, Base Gross Profit, Adjusted EBITDA, Adjusted EPS, Base Gross Profit Margin, Net Debt to Adjusted EBITDA Ratio and Free Cash Flow conversion from Adjusted EBITDA are non-GAAP measures and as such, may not be comparable to a similarly titled measure of other companies. Please refer to the appendix to this presentation for the definitions of each measure.

For Adjusted EBITDA, Adjusted EPS, Net Debt to Adjusted EBITDA Ratio, and Free Cash Flow conversion from Adjusted EBITDA, contributions from Storm Restoration and Emergency Services are assumed at 3-year historic averages for 2026 with 3% per annum growth thereafter.

Differentiation - Why Centuri Wins



Scale with Local Delivery

The reach of a \$3B+ enterprise with the benefits of size and scale, and the agility and accountability of locally positioned teams and leadership.



Capability Across the Utility Value Chain

The ability to serve gas and electric, union and non-union, distribution and transmission, distributed power, and renewables.



Partnerships Built on Trust

Long-term, customer relationships, that are not transactional but built on trust and deeply embedded.



A Workforce That Keeps Getting Better

A skilled, agile workforce that prioritizes safety above all, with continuous improvement and lessons learned embedded in the culture, not posted on a wall.

Forward Looking Statements Disclaimer

Unless the context otherwise requires, in this presentation, references to “we,” “us,” and “our” are to Centuri Holdings, Inc. (NYSE: CTRI) (“Centuri” or the “Company”), together with its consolidated subsidiaries, which include, among others, Centuri Group, Inc.

This presentation contains forward-looking statements within the meaning of the U.S. Private Securities Litigation Reform Act of 1995, Section 27A of the Securities Act of 1933, as amended, and Section 21E of the Securities Exchange Act of 1934, as amended. These forward-looking statements can often be identified by the use of words such as “will,” “predict,” “continue,” “forecast,” “expect,” “believe,” “anticipate,” “outlook,” “could,” “target,” “project,” “intend,” “plan,” “seek,” “estimate,” “should,” “may” and “assume,” as well as variations of such words and similar expressions referring to the future.

The specific forward-looking statements made herein include (without limitation) statements regarding: our confidence in our prospects to deliver value for our stockholders as an independent standalone company; our expectations regarding future growth, profitability, margin expansion, portfolio mix, capital structure, leverage, cash flow generation, returns, and other financial and operating metrics, including the number ranges, targets, assumptions, and projections presented for the periods from 2025 through 2029; our expectation to continue to build on our track record of delivering consistent growth by serving our customers across the utility value chain; statements regarding expected core and adjacent end-market growth rates; statements regarding our strategy, strategic objectives, operating plans, and initiatives, including the “Vision One Centuri” strategy, growth initiatives, geographic expansion, portfolio diversification, tuck-in acquisitions, and strategic M&A, including an estimated \$550 million in acquisition base revenue by 2029; our expectations regarding execution of MSAs, renewal rates, bid work, pricing, efficiency initiatives, risk management, workforce planning, fleet initiatives, and operational leverage; our estimation of the value of our backlog and opportunity pipeline.

A number of important risks, uncertainties, and other factors affecting the business and financial results of Centuri could cause actual results, performance, or achievements to differ materially from any future results, performance, or achievements expressed or implied by the forward-looking statements. These risks, uncertainties, and other factors include, but are not limited to: capital market risks; our ability to successfully capitalize on energy infrastructure tailwinds, including grid modernization, electrification, gas infrastructure replacement, and data center power demand; our ability to maintain our MSA renewal rates while effectively managing the risks associated with an increased volume of higher-value bid work; our ability to identify, execute, and integrate strategic M&A transactions and realize expected margins and synergies; challenges in recruiting, developing, and retaining a skilled union and non-union workforce; risks associated with our fleet leasing models and supply chain; the impact of general economic, political, regulatory, weather-related, or industry conditions; and those detailed from time to time in Centuri’s reports filed with the U.S. Securities and Exchange Commission, including Item 1A. Risk Factors in our Annual Report on Form 10-K for the fiscal year ended December 28, 2025.

The statements in this presentation are (i) made as of the date of this presentation, even if subsequently made available by Centuri on its website or otherwise, and (ii) based on assumptions and assessments made by our management in light of their experience and perceptions of historical trends, current conditions, expected future developments, and other factors they believe to be appropriate. Except to the extent required by applicable law, Centuri does not assume any obligation to update or revise the forward-looking statements, whether written or oral, that may be made from time to time, whether as a result of new information, future developments, or otherwise. You are cautioned not to place undue reliance on these forward-looking statements.

Appendix

Use of Non-GAAP Measures

We prepare and present our financial statements in accordance with GAAP. However, management believes that EBITDA, Adjusted EBITDA, Net Debt to Adjusted EBITDA Ratio, Free Cash Flow, Free Cash Flow conversion from Adjusted EBITDA, Adjusted EPS, Base Revenue, Base Gross Profit, and Base Gross Profit Margin, all of which are measures not presented in accordance with GAAP, provide investors with additional useful information in evaluating our performance. We use these non-GAAP measures internally to evaluate performance and to make financial, investment and operational decisions. We believe that presentation of these non-GAAP measures provides investors with greater transparency with respect to our results of operations and that these measures are useful for period-to-period comparisons of results. Management also believes that providing these non-GAAP measures helps investors evaluate the Company's operating performance, profitability and business trends in a way that is consistent with how management evaluates such matters.

EBITDA is defined as earnings before interest, taxes, depreciation and amortization. Adjusted EBITDA is defined as EBITDA adjusted for (i) non-cash stock-based compensation, (ii) acquisition costs, (iii) separation-related costs, and (iv) other professional fees. Management believes that EBITDA helps investors gain an understanding of the factors affecting our ongoing cash earnings from which capital investments are made and debt is serviced, and that Adjusted EBITDA provides additional insight by removing certain expenses that are non-recurring and/or non-operational in nature.

Net Debt to Adjusted EBITDA Ratio is calculated by dividing net debt as of the latest balance sheet date by the trailing twelve months of Adjusted EBITDA. Management believes this ratio helps investors understand our leverage. Net debt is defined as the sum of all bank debt on the balance sheet and finance lease liabilities, net of cash.

Free Cash Flow is defined as net cash flow (used in) provided by operations less net capital expenditures. Net capital expenditures is defined as capital expenditures, net of proceeds from sale of property and equipment. Free Cash Flow conversion from Adjusted EBITDA is calculated by dividing Free Cash Flow by Adjusted EBITDA. We believe Free Cash Flow is a good indicator of how much cash is provided by or used in our operations after factoring in capital purchases and Free Cash Flow conversion from Adjusted EBITDA helps evaluate what proportion of our cash earnings remain available for capital investments and debt service.

Adjusted Diluted Earnings (Loss) per share ("Adjusted EPS") is defined as Dilutive earnings per share attributable to common stock adjusted for (i) amortization of intangible assets, (ii) separation-related costs, (iii) non-cash stock-based compensation, (iv) loss on debt modification and extinguishment, (v) other professional fees, (vi) tax asset allocation, (vii) acquisition costs, and (viii) the income tax impact of adjustments

Base Revenue is defined as total revenue, net adjusted to exclude revenue attributable to storm restoration services. Base Gross Profit is defined as gross profit adjusted to exclude gross profit attributable to storm restoration services. Base Gross Profit Margin is calculated by dividing Base Gross Profit by Base Revenue. Revenue derived from storm restoration services varies from period to period due to the unpredictable nature of weather-related events, and when this type of work is performed, it typically generates a higher profit margin than base infrastructure services projects due to higher contractual hourly rates given the nature of services provided and improved operating efficiencies related to equipment utilization and absorption of fixed costs. While storm restoration services remain a key capability of the Company, Management believes these non-GAAP measures are more suitable disclosures for evaluating fundamental business performance and for comparison purposes.

Using EBITDA as a performance measure has material limitations as compared to net loss, or other financial measures as defined under GAAP, as it excludes certain recurring items, which may be meaningful to investors. EBITDA excludes interest expense net of interest income; however, as we have borrowed money to finance transactions and operations, or invested available cash to generate interest income, interest expense and interest income are elements of our cost structure and can affect our ability to generate revenue and returns for our stockholders. Further, EBITDA excludes depreciation and amortization; however, as we use capital and intangible assets to generate revenue, depreciation and amortization are necessary elements of our costs and ability to generate revenue. Finally, EBITDA excludes income taxes; however, as we are organized as a corporation, the payment of taxes is a necessary element of our operations. As a result of these exclusions from EBITDA, any measure that excludes interest expense net of interest income, depreciation and amortization and income taxes has material limitations as compared to net loss. When using EBITDA as a performance measure, management compensates for these limitations by comparing EBITDA to net loss in each period, to allow for the comparison of the performance of the underlying core operations with the overall performance of the Company on a full-cost, after-tax basis.

As to certain of the items related to these non-GAAP measures: (i) non-cash stock-based compensation varies from period to period due to changes in the estimated fair value of performance-based awards, forfeitures and amounts granted; (ii) separation-related costs represent expenses incurred post-IPO in connection with the separation and stand up of Centuri as its own public company, including costs incurred in association with Southwest Gas Holdings' sale of its holdings of our common stock, which are not reflective of our ongoing operations and will not recur following the full separation from Southwest Gas Holdings; (iii) strategic review costs represent expenses incurred during the Centuri IPO and related costs incurred to establish Centuri as a public company leading up to the IPO; (iv) loss on debt modification and extinguishment represents non-recurring professional fees expensed as part of our credit facility refinance as well as the non-cash write-off of unamortized debt issuance costs associated with debt extinguishments; (v) acquisition costs vary from period to period depending on the level of our acquisition activity; and (vi) tax asset allocation reflects true-ups to our estimated allocation of tax assets based on Southwest Gas Holdings' revised estimates of taxable income by jurisdiction. The most comparable GAAP financial measure and information reconciling the GAAP and non-GAAP financial measures are set forth below. We are unable to provide reconciliations for forward-looking non-GAAP measures without unreasonable efforts due to our inability to project non-recurring expenses and events. Such items could have a substantial impact on GAAP measures of the Company's financial performance.

Adjusted EBITDA Reconciliation

\$mm	2025
Net income	\$ 22.7
Interest expense, net	78.4
Income tax benefit	(8.1)
Depreciation expense	111.5
Amortization of intangible assets	27.3
EBITDA	\$ 231.8
Non-cash stock-based compensation	8.1
Acquisition costs	2.2
Separation-related costs	5.5
Other professional fees	1.4
Adjusted EBITDA	\$ 249.0

Note: Certain totals may not foot due to rounding.

Free Cash Flow Reconciliation

\$mm	2025
Net cash provided by operating activities	\$ 78.1
Less: Net capital expenditures:	
Capital expenditures	(86.3)
Proceeds from sale of property and equipment	44.0
Net capital expenditures	(42.4)
Free Cash Flow	\$ 35.7
Free Cash Flow Conversion (% of Adjusted EBITDA)	14.4%

Note: Certain totals may not foot, and certain dollar and percentage changes may not be manually recalculable due to rounding of presented amounts.

Net Debt Reconciliation

\$mm (except Net Debt to Adj. EBITDA Ratio)	Q4 2025
Debt	
Current portion of long-term debt	\$ 29.5
Current portion of finance lease liabilities	7.5
Long-term debt, net of current portion	616.9
Line of credit	91.2
Finance lease liabilities, net of current portion	9.2
Total Debt	\$ 754.2
Less: Cash and cash equivalents	(126.6)
Net Debt	\$ 627.6
Trailing twelve months Adjusted EBITDA	\$ 249.0
Net Debt to Adj. EBITDA Ratio ⁽¹⁾	2.5

Note: Certain totals may not foot due to rounding

(1) This Net Debt to Adjusted EBITDA ratio may differ slightly from the net leverage ratio calculated for the purposes of the revolving credit facility.

Adjusted EPS Reconciliation

	2025
Diluted earnings per share attributable to common stock	\$ 0.25
Amortization of intangible assets	0.30
Separation-related costs	0.06
Non-cash stock-based compensation	0.09
Loss on debt modification and extinguishment	0.09
Other professional fees	0.02
Tax asset allocation	(0.26)
Acquisition costs	0.02
Income tax impact of adjustments ⁽¹⁾	(0.14)
Adjusted EPS	\$ 0.43

(1) Calculated based on a blended statutory tax rate of 25% applied to adjustments other than tax asset allocation and acquisition costs, as these items did not impact taxable income.

Base Gross Profit Margin Reconciliation

\$mm	2025	2024
<u>Base Revenue</u>		
Total revenue, net	\$ 2,983.8	\$ 2,637.2
Less: Storm Restoration Services Revenue	(40.2)	(136.7)
Base Revenue	\$ 2,942.6	\$ 2,500.5
<u>Base Gross Profit</u>		
Gross Profit	\$ 246.6	\$ 220.7
Less: Storm Restoration Services Gross Profit	(12.3)	(47.5)
Base Gross Profit	\$ 234.3	\$ 173.2
Base Gross Profit Margin	8.0%	6.9%

Note: Certain totals may not foot due to rounding.



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