



May 6, 2025

Q1 2025 EARNINGS CALL

We build and service the infrastructure that enables our economy to run, our people to move, and our country to grow.

DISCLOSURE: Forward-Looking Statements

This presentation contains, and the officers and directors of the Company may from time to time make, statements that are considered forward-looking statements within the meaning of the Securities Act of 1933 and the Securities Exchange Act of 1934. These forward-looking statements are subject to a number of risks and uncertainties, many of which are beyond our control, which may include statements about: our business strategy; our financial strategy; our industry outlook; our guidance; our expected margin growth; and our plans, objectives, expectations, forecasts, outlook and intentions. All of these types of statements, other than statements of historical fact included in this presentation, are forward-looking statements. In some cases, forward-looking statements can be identified by terminology such as "may," "will," "could," "would," "should," "expect," "plan," "project," "intend," "anticipate," "believe," "estimate," "predict," "potential," "pursue," "target," "guidance," "continue," the negative of such terms or other comparable terminology. The forward-looking statements contained in this presentation are largely based on our expectations, which reflect estimates and assumptions made by our management. These estimates and assumptions reflect our best judgment based on currently known market conditions and other factors. Although we believe such estimates and assumptions to be reasonable, they are inherently uncertain and involve a number of risks and uncertainties that are beyond our control. In addition, management's assumptions about future events may prove to be inaccurate. Management cautions all readers that the forward-looking statements contained in this presentation are not guarantees of future performance, and we cannot assure any reader that such statements will be realized or the forward-looking events and circumstances will occur. Actual results may differ materially from those anticipated or implied in the forward-looking statements due to factors listed in the "Risk Factors" section in our filings with the U.S. Securities and Exchange Commission and elsewhere in those filings. Additional factors or risks that we currently deem immaterial, that are not presently known to us or that arise in the future could also cause our actual results to differ materially from our expected results. Given these uncertainties, investors are cautioned that many of the assumptions upon which our forward-looking statements are based are likely to change after the date the forward-looking statements are made. The forward-looking statements speak only as of the date made, and we undertake no obligation to publicly update or revise any forward-looking statements for any reason, whether as a result of new information, future events or developments, changed circumstances, or otherwise, notwithstanding any changes in our assumptions, changes in business plans, actual experience or other changes. These cautionary statements qualify all forward-looking statements attributable to us or persons acting on our behalf.

This presentation may contain the financial measures: adjusted net income, EBITDA, adjusted EBITDA, and adjusted EPS, which are not calculated in accordance with U.S. GAAP. When presented, a reconciliation of the non-GAAP financial measures to the most directly comparable GAAP financial measure will be provided in the Appendix to this presentation.

WHO is Sterling?

A market-leading infrastructure service provider of e-infrastructure, building and transportation solutions.

A story of successful execution of a multi-year strategic business transformation; born of a vision that leveres our entrepreneurial spirit.

We offer a customer-centric, market-focused portfolio of goods and services geographically positioned in the right markets.



E-Infrastructure Solutions

- Largest, highest margin segment
- Provides value-added solutions to blue-chip customers in all major East Coast markets and the Rocky Mountain region
- Develops advanced, large-scale site development services for data centers, manufacturing, e-commerce distribution centers, warehousing and more



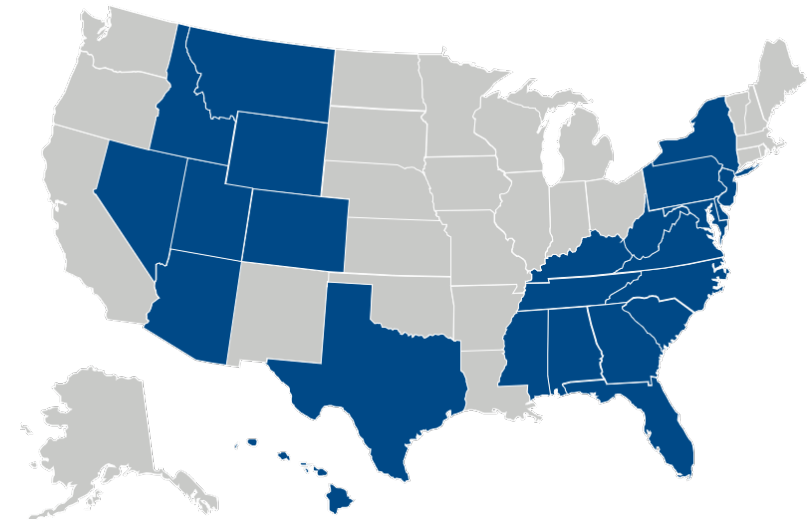
Building Solutions

- Serves the Top Builders in the Nation's Top Housing Markets: Texas & Arizona
- Residential and commercial concrete foundations for single-family and multi-family homes, plumbing services, and surveying for new single-family residential builds



Transportation Solutions

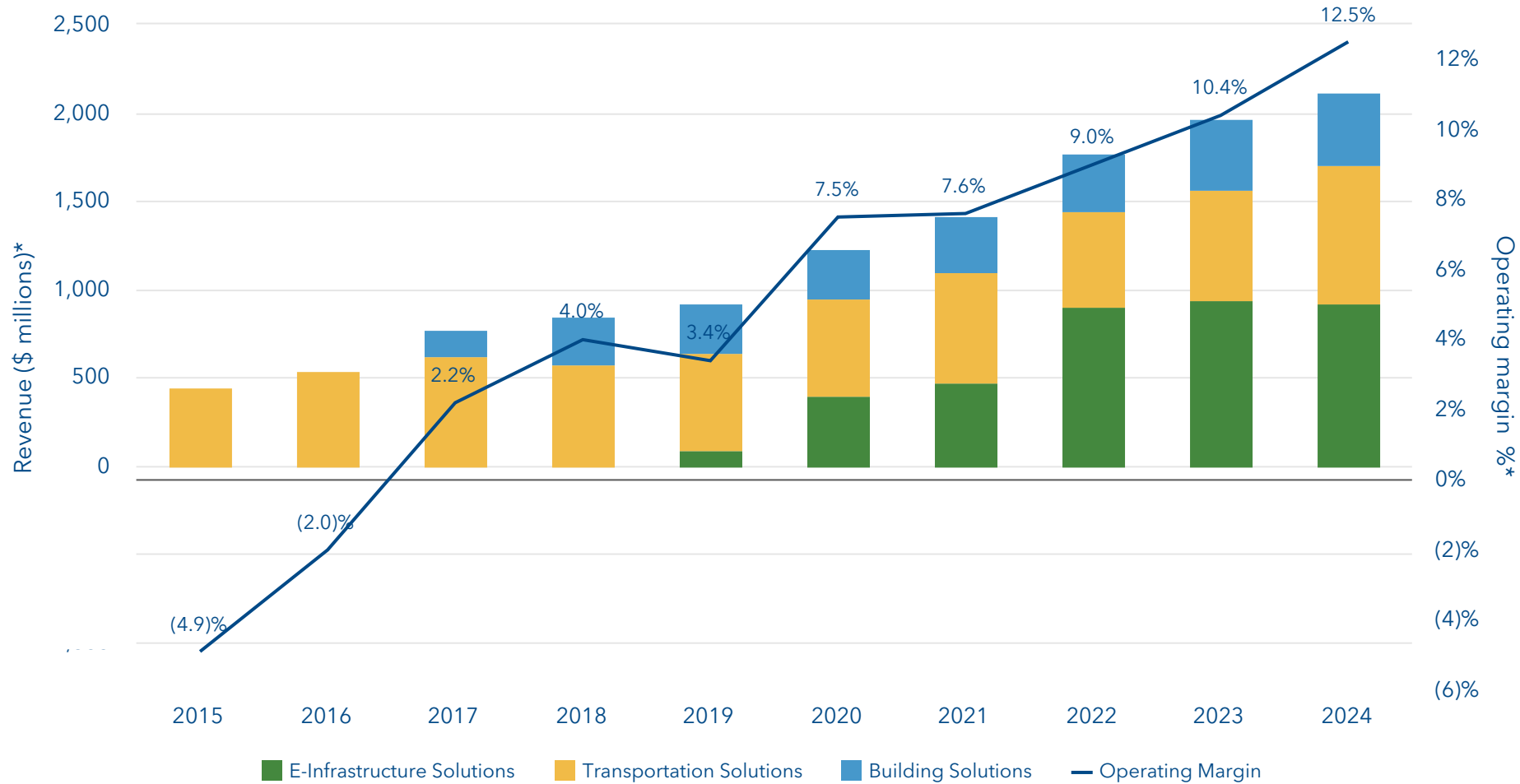
- Provides infrastructure solutions in the Rocky Mountain States and Texas
- Infrastructure and rehabilitation projects for highways, roads, bridges, airports, ports, rail and storm drainage systems



NASDAQ	STRL	Shares outstanding ⁽²⁾	30.4M
HQ	The Woodlands, TX	Market cap ⁽²⁾	\$5.04B
Employees	~3,200 ⁽¹⁾	Revenue ⁽³⁾	\$2.10B
Segments	E-Infrastructure Solutions Building Solutions Transportation Solutions	Adjusted EBITDA ⁽³⁾	\$421M
Projects underway	~210 ⁽¹⁾	Total Backlog ⁽¹⁾	\$2.13B

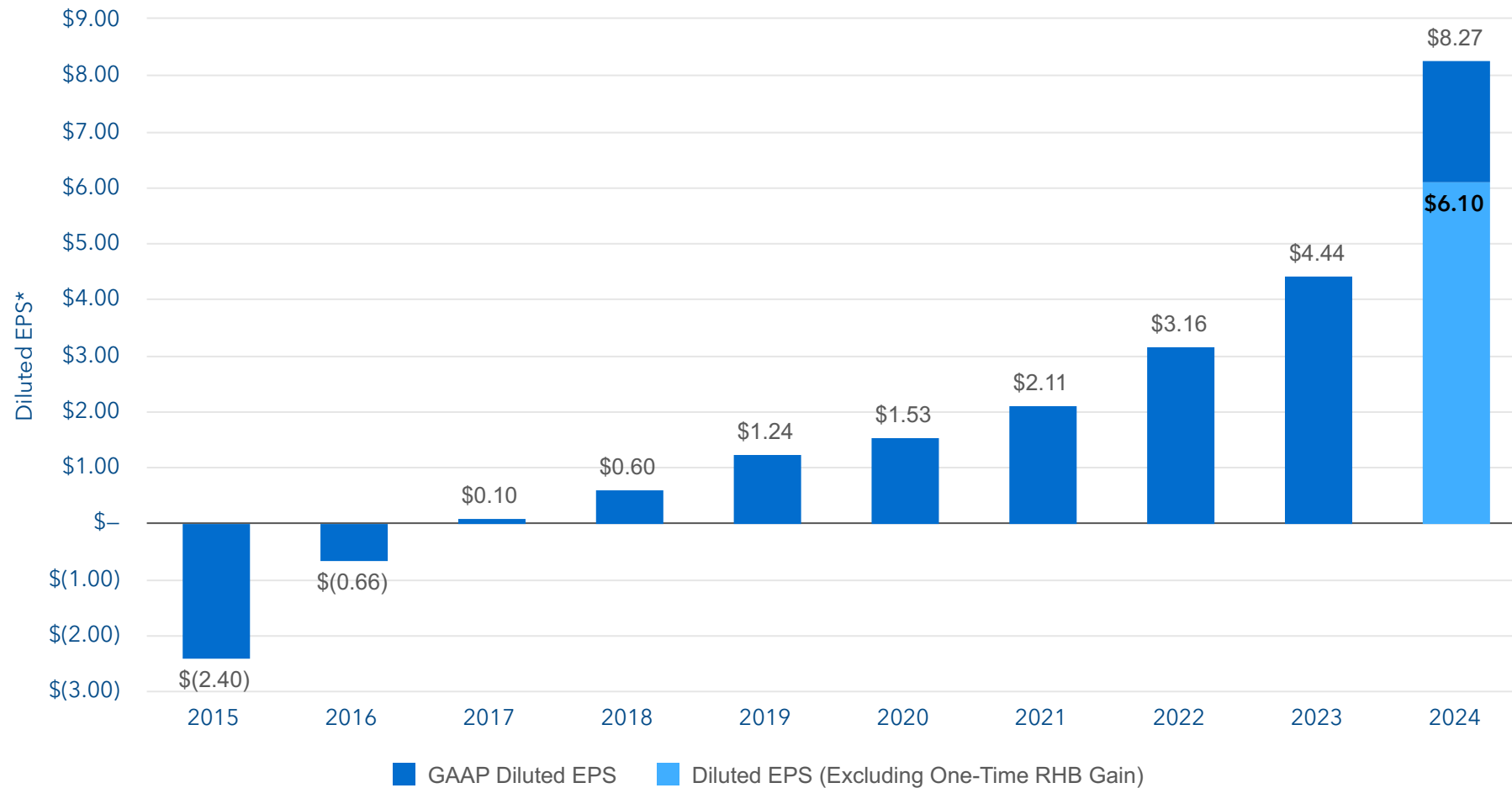
Transformation Built the Foundation for Success

2015 - 2019: Strategic Transformation 2020 +: Leveraging the Platform



2019-2024
+18%
 REVENUE CAGR

Transformation Built the Foundation for Success



2019-2024
+38%
 EPS CAGR



First Quarter 2025 Results



First Quarter 2025 Results Highlights

- Revenues: \$430.9 million
- Net Income: \$39.5 million
- Adjusted Net Income⁽¹⁾: \$50.2 million
- Diluted EPS: \$1.28
- Adjusted Diluted EPS⁽¹⁾: \$1.63
- EBITDA⁽¹⁾: \$72.1 million
- Adjusted EBITDA⁽¹⁾: \$80.3 million
- Cash Flow from Operations⁽²⁾: \$84.9 million
- Cash & Cash Equivalents⁽²⁾: \$638.6 million
- Backlog⁽³⁾: \$2.13 billion with 17.7% margin
- Combined Backlog⁽³⁾: \$2.23 billion

Quarterly Consolidated and Segment Results

(\$ in millions, except per share data)	Q1 2025	Q1 2024
Revenues	\$ 430.9	\$ 440.4
Gross Profit	94.8	76.9
G&A Expense	(34.6)	(27.3)
Intangible Amortization	(4.5)	(4.3)
Acquisition Related Costs	(0.2)	–
Earn-out expense	(1.3)	(1.0)
Other Operating Income (Expense), Net	1.9	(2.1)
Operating Income	56.1	42.1
Interest, Net	1.6	(0.8)
Income Tax Expense	(15.1)	(7.6)
Less: Net Income Attributable to NCI	(3.1)	(2.7)
Net income	\$ 39.5	\$ 31.0
Diluted EPS	\$ 1.28	\$ 1.00
EBITDA ⁽¹⁾	\$ 72.1	\$ 55.7

(\$ in millions)	Q1 2025	Q1 2024
E-Infrastructure Solutions		
Revenue	\$ 218.3	\$ 184.5
Operating Income	\$ 46.6	\$ 27.2
Operating Margin	21.4 %	14.7 %
Transportation Solutions		
Revenue	\$ 120.7	\$ 149.0
Operating Income	\$ 11.3	\$ 8.1
Operating Margin	9.3 %	5.5 %
Building Solutions		
Revenue	\$ 92.0	\$ 106.9
Operating Income	\$ 12.4	\$ 15.8
Operating Margin	13.4 %	14.8 %

Quarterly Consolidated Results

(2024 period reflects the deconsolidation of RHB)

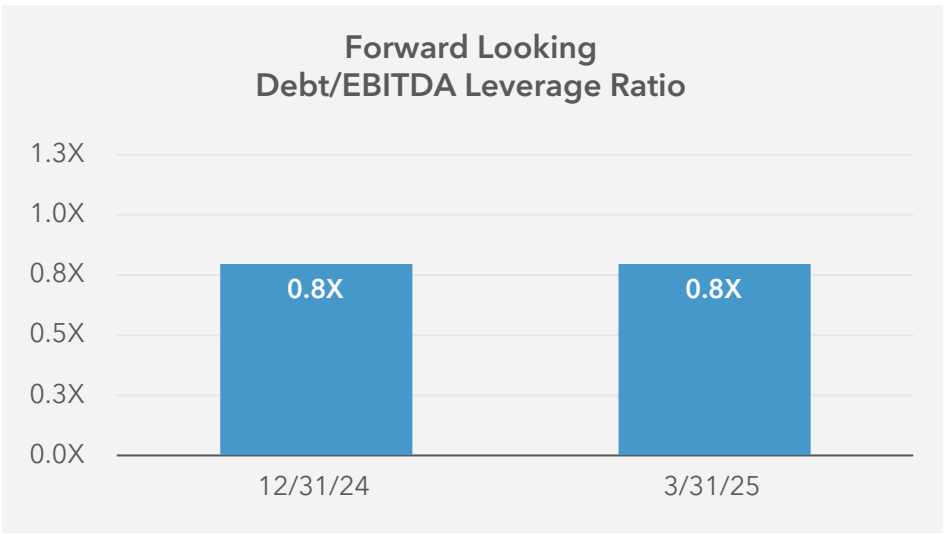
(\$ in millions, except per share data)	Q1 2025	Q1 2024	% Change
Revenues	\$ 430.9	\$ 401.9	7.2 %
Gross Profit	94.8	71.6	32.4 %
G&A Expense	(34.6)	(26.3)	
Intangible Amortization	(4.5)	(4.3)	
Acquisition Related Costs	(0.2)	–	
Earn-out expense	(1.3)	(1.0)	
Other Operating Income (Expense), Net	1.9	2.1	
Operating Income	\$ 56.1	\$ 42.1	33.3 %

Remaining Performance Obligations (RPOs)⁽¹⁾

(\$ in millions)	March 31, 2025	December 31, 2024
E-Infrastructure Solutions RPOs	\$ 1,216.8	\$ 1,032.1
Transportation Solutions RPOs	860.5	622.1
Building Solutions RPOs - Commercial	51.1	39.0
Total RPOs	\$ 2,128.4	\$ 1,693.2

(1) Our remaining performance obligations do not differ from what we refer to as "Backlog," and represent the amount of revenues we expect to recognize in the future from our contract commitments on projects.

Increased EBITDA and Cash Flow Drives Liquidity Strategy



We expect to pursue strategic uses of our liquidity, such as strategic acquisitions, investing in capital equipment and managing leverage.

Capital allocation focus

- Long-term shareholder value
- Complementing organic growth in existing and new markets
- Strong cash flow profile provides flexibility and drives liquidity strategy

Sterling is comfortable with a Debt/EBITDA leverage ratio of +/-2.5X.

5-Year Credit Facility

- \$311M Term Loan Borrowings
- \$75M Revolving Credit Facility (Undrawn)

Key Cash Flow Considerations

	<u>Q1 YTD 2025</u>	<u>Q1 YTD 2023</u>
Cash flows from Operations	\$84.9M	\$49.6M
Net CAPEX	\$16.4M	\$20.0M

- Cash & Cash Equivalents at March 31, 2025 was \$638.6 million
- 2025 EBITDA guidance⁽¹⁾: \$381M to \$403M
- Expected 2025 noncash expenses: \$31M to \$32M (Stock-based compensation, noncash interest expense, and deferred taxes)
- Scheduled term loan debt payments total \$26.3 million and \$6.6 million for 2025 and 2026, respectively

(1) See "EBITDA Guidance Reconciliation" in the appendix for a reconciliation of GAAP to Non-GAAP measures.

Sterling, A Leading Provider of Infrastructure Services in the U.S.

Successful strategic foundation with strong, diversified platform

Strong, multi-year, secular growth drivers

Continued opportunity for margin expansion

Robust balance sheet, FCF

Strong historical stock performance



Contact Us

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We build and service the infrastructure that enables our economy to run, our people to move, and our country to grow.



Appendix



2025 Modeling Considerations⁽¹⁾

Revenue	\$2,050 to \$2,150
Gross Margin	~22.0%
G&A Expense as % of Revenue (Excluding Intangible Amortization)	~6.3%
Other Operating Income	\$13 to \$15
JV Non-Controlling Interest Expense	~\$12
Effective Income Tax Rate	~26%
Diluted EPS	\$7.15 to \$7.65
Adjusted Diluted EPS ⁽²⁾	\$8.40 to \$8.90
Expected Dilutive Shares Outstanding	31.2
EBITDA ⁽³⁾	\$381 to \$403
Adjusted EBITDA ⁽³⁾	\$410 to \$432

2025 Modeling Considerations Continued*

Non-Cash Items	FY 2025 Expectations	FY 2024
Depreciation	\$54 to \$55	\$51.4
Intangible Amortization	\$25	\$17.0
Debt Issuance Cost Amortization	~\$1	\$1.1
Stock-based Compensation	~\$23	\$19.0
Deferred Taxes	\$7 to \$8	\$32.6

Other Cash Flow Items	FY 2025 Expectations	FY 2024
Interest income, net	\$2 to \$4	\$2.4
CAPEX, net of disposals	\$70 to \$80	\$70.8

STERLING INFRASTRUCTURE, INC. & SUBSIDIARIES
ADJUSTED NET INCOME RECONCILIATION
(In thousands)
(Unaudited)

	Three Months Ended March 31,	
	2025	2024
Net income attributable to Sterling common stockholders	\$ 39,477	\$ 31,048
Non-cash stock-based compensation	6,683	4,586
Intangible asset amortization ⁽¹⁾	6,374	4,297
Acquisition related costs	179	36
Earn-out expense	1,343	1,000
Tax impact of adjustments	(3,812)	(1,823)
Adjusted net income attributable to Sterling common stockholders ⁽²⁾	<u>\$ 50,244</u>	<u>\$ 39,144</u>
Net income per share attributable to Sterling common stockholders:		
Basic	\$ 1.29	\$ 1.00
Diluted	\$ 1.28	\$ 1.00
Adjusted net income per share attributable to Sterling common stockholders:		
Basic	\$ 1.64	\$ 1.26
Diluted	\$ 1.63	\$ 1.26
Weighted average common shares outstanding:		
Basic	30,547	30,977
Diluted	30,881	31,186

(1) For the three months ended March 31, 2025, intangible asset amortization includes \$1,871 related to the fair value step up recognized in the deconsolidation of RHB on December 31, 2024.

(2) The Company defines adjusted net income attributable to Sterling common stockholders as GAAP net income attributable to Sterling common stockholders excluding non-cash stock-based compensation, intangible asset amortization, acquisition related costs, earn-out expense, and the income tax impact of these adjustments. The tax impact of adjustments is determined by using the Company's quarterly and annual effective tax rate, as applicable, unless the nature of the item requires application of a specific tax rate.

STERLING INFRASTRUCTURE, INC. & SUBSIDIARIES
EBITDA RECONCILIATION
(In thousands)
(Unaudited)

	Three Months Ended March 31,	
	2025	2024
Net income attributable to Sterling common stockholders	\$ 39,477	\$ 31,048
Depreciation and amortization ⁽¹⁾	19,137	16,258
Interest (income) expense, net	(1,595)	762
Income tax expense	15,080	7,604
EBITDA ⁽²⁾	<u>72,099</u>	<u>55,672</u>
Non-cash stock-based compensation	6,683	4,586
Acquisition related costs	179	36
Earn-out expense	1,343	1,000
Adjusted EBITDA ⁽³⁾	<u>\$ 80,304</u>	<u>\$ 61,294</u>

(1) For the three months ended March 31, 2025, depreciation and amortization includes \$1,871 of intangible asset amortization and \$275 of depreciation expense related to the fair value step up recognized in the deconsolidation of RHB on December 31, 2024.

(2) The Company defines EBITDA as GAAP net income attributable to Sterling common stockholders adjusted for depreciation and amortization, net interest income/expense and income tax expense.

(3) The Company defines adjusted EBITDA as EBITDA excluding the impact of non-cash stock-based compensation, acquisition related costs, and earn-out expense.

STERLING INFRASTRUCTURE, INC. & SUBSIDIARIES
NON-GAAP SEGMENT INFORMATION
(In thousands)
(Unaudited)

	Three Months Ended March 31,			
	2025	% of Revenue	2024	% of Revenue
Revenues (Excluding RHB)				
E-Infrastructure Solutions	\$ 218,263	51%	\$ 184,476	46%
Transportation Solutions	120,661	28%	110,505	27%
Building Solutions	92,025	21%	106,915	27%
Total Revenues (Excluding RHB) ⁽¹⁾	<u>\$ 430,949</u>		<u>\$ 401,896</u>	
Adjusted Operating Income				
E-Infrastructure Solutions	\$ 50,583	23.2%	\$ 31,345	17.0%
Transportation Solutions	13,577	11.3%	8,512	7.7%
Building Solutions	14,234	15.5%	17,403	16.3%
Adjusted Segment Operating Income	<u>78,394</u>	18.2%	<u>57,260</u>	14.2%
Corporate G&A Expense	(7,739)		(5,216)	
Total Adjusted Operating Income ⁽²⁾	<u>\$ 70,655</u>	16.4%	<u>\$ 52,044</u>	12.9%

(1) Due to the deconsolidation of RHB on December 31, 2024, beginning on January 1, 2025, the Company will report RHB's operating income as a single line item ("Other operating income (expense), net") in the Consolidated Statements of Operations. RHB's revenue is no longer included in Sterling's consolidated revenue in 2025. For the three months ended March 31, 2024, total GAAP revenue of \$440,360 has been adjusted to exclude \$38,464 of RHB revenue.

(2) The Company defines adjusted operating income as GAAP operating income excluding the impact of non-cash stock-based compensation, intangible asset amortization, acquisition related costs, and earn-out expense. For the three months ended March 31, 2025, GAAP operating income of \$56,076 is adjusted to exclude \$6,683 of non-cash stock-based compensation, \$6,374 of intangible asset amortization (including \$1,871 related to the fair value step up of RHB), \$179 of acquisition related costs, and \$1,343 of earn-out expense. For the three months ended March 31, 2024, GAAP operating income of \$42,125 is adjusted to exclude \$4,586 of non-cash stock-based compensation, \$4,297 of intangible asset amortization, \$36 of acquisition related costs, and \$1,000 of earn-out expense.

STERLING INFRASTRUCTURE, INC. & SUBSIDIARIES
ADJUSTED NET INCOME GUIDANCE RECONCILIATION
(In thousands)
(Unaudited)

	Full Year 2025 Guidance		Full Year 2024 Actual
	Low	High	
Net income attributable to Sterling common stockholders	\$ 222,000	\$ 238,700	\$ 257,461
Gain on deconsolidation of subsidiary, net	–	–	(91,289)
Non-cash stock-based compensation	23,000	23,000	19,003
Intangible asset amortization ⁽¹⁾	24,539	24,539	17,037
Acquisition related costs	179	179	421
Earn-out expense	6,000	6,000	4,756
Income tax impact of adjustments	(14,000)	(14,000)	13,356
Adjusted net income attributable to Sterling common stockholders ⁽²⁾	<u>\$ 261,718</u>	<u>\$ 278,418</u>	<u>\$ 220,745</u>
Net income per share attributable to Sterling common stockholders:			
Diluted	\$ 7.15	\$ 7.65	\$ 8.27
Adjusted net income per share attributable to Sterling common stockholders:			
Diluted	\$ 8.40	\$ 8.90	\$ 7.09
Weighted average common shares outstanding:			
Diluted	31,200	31,200	31,146

(1) Intangible asset amortization includes approximately \$7,500 related to the fair value step up recognized in the deconsolidation of RHB on December 31, 2024.

(2) The Company defines adjusted net income attributable to Sterling common stockholders as GAAP net income attributable to Sterling common stockholders excluding the impact of the net gain on deconsolidation of subsidiary, non-cash stock-based compensation, intangible asset amortization, acquisition related costs, earn-out expense, and the income tax impact of these adjustments. The tax impact of adjustments is determined by using the Company's quarterly and annual effective tax rate, as applicable, unless the nature of the item requires application of a specific tax rate.

STERLING INFRASTRUCTURE, INC. & SUBSIDIARIES
EBITDA GUIDANCE RECONCILIATION
(In millions)
(Unaudited)

	Full Year 2025 Guidance		Full Year 2024
	Low	High	Actual
Net income attributable to Sterling common stockholders	\$ 222	\$ 239	\$ 257
Depreciation and amortization ⁽¹⁾	79	80	68
Interest income, net of interest expense	(2)	(4)	(2)
Income tax expense	82	88	87
EBITDA ⁽²⁾	381	403	411
Gain on deconsolidation of subsidiary, net	—	—	(91)
Non-cash stock-based compensation	23	23	19
Acquisition related costs	—	—	—
Earn-out expense	6	6	5
Adjusted EBITDA ⁽³⁾	\$ 410	\$ 432	\$ 344

(1) Depreciation and intangible asset amortization includes approximately \$1.1 million and \$7.5 million, respectively, related to the fair value step up recognized in the deconsolidation of RHB on December 31, 2024.

(2) The Company defines EBITDA as GAAP net income attributable to Sterling common stockholders, adjusted for depreciation and amortization, net interest income, and income tax expense.

(3) The Company defines adjusted EBITDA as EBITDA excluding the impact of the net gain on deconsolidation of subsidiary, non-cash stock-based compensation, acquisition related costs and earn-out expense.



THANK YOU

We build and service the infrastructure that enables our economy to run, our people to move, and our country to grow.