



Investor Presentation

William Blair
45th Annual Growth Stock Conference

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.



KEY TAKEAWAYS

Sterling, A Leading Infrastructure Services Provider

- Focused on high-margin growth, strategic market expansion and operational excellence

Transformation Built the Foundation for Success

- Disciplined approach to project selection and resource allocation, prioritizing high-margin, high-return opportunities

Backlog of High-Profitability Work

- Future project phases offer clear visibility into growth

Strong Platform Serving Diverse End Markets

- + We meet the infrastructure needs that shape America's future

Multi-year Investment Trends Driving Growth Across Our Segments

- E-Infrastructure Solutions: Data center infrastructure, manufacturing onshoring, e-commerce
- Transportation Solutions: 5-year highway bill, upgrade of infrastructure
- Building Solutions: Focused on high-growth metropolitan areas

Optimizing Margins and Returns to Drive Shareholder Value

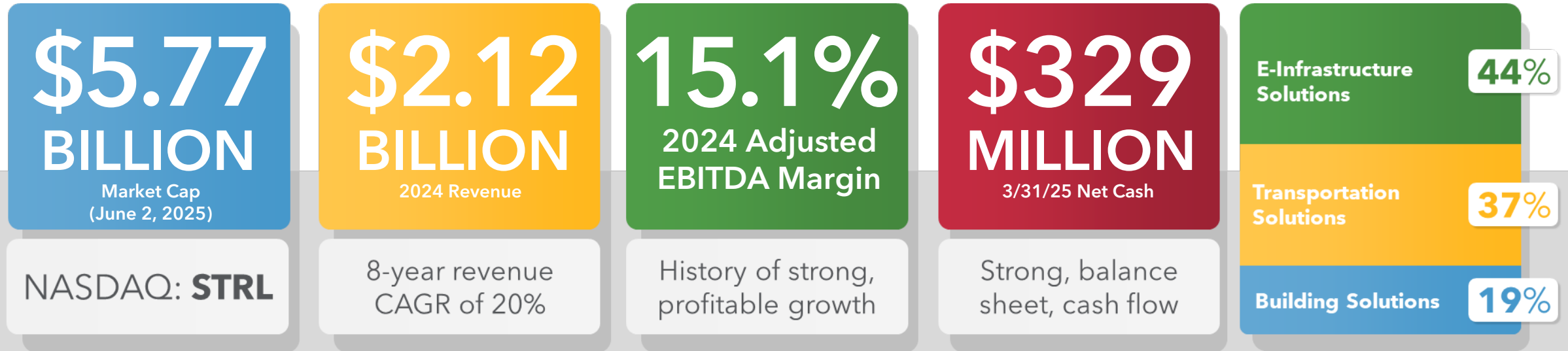
- Strong financial performance and operating cash flow generation

Balance Sheet with Significant Firepower to Support Future Growth

STERLING,

A Leading Infrastructure Services Provider

Through high-value service and low execution risk, we are building the infrastructure foundation needed today for tomorrow's way of life



Strategic Elements as the Foundation for Success

The key pillars of our strategy remain our guide as we look to the future

Solidify the Base

- Improved bid discipline
- Reduced risk
- Margin improvement

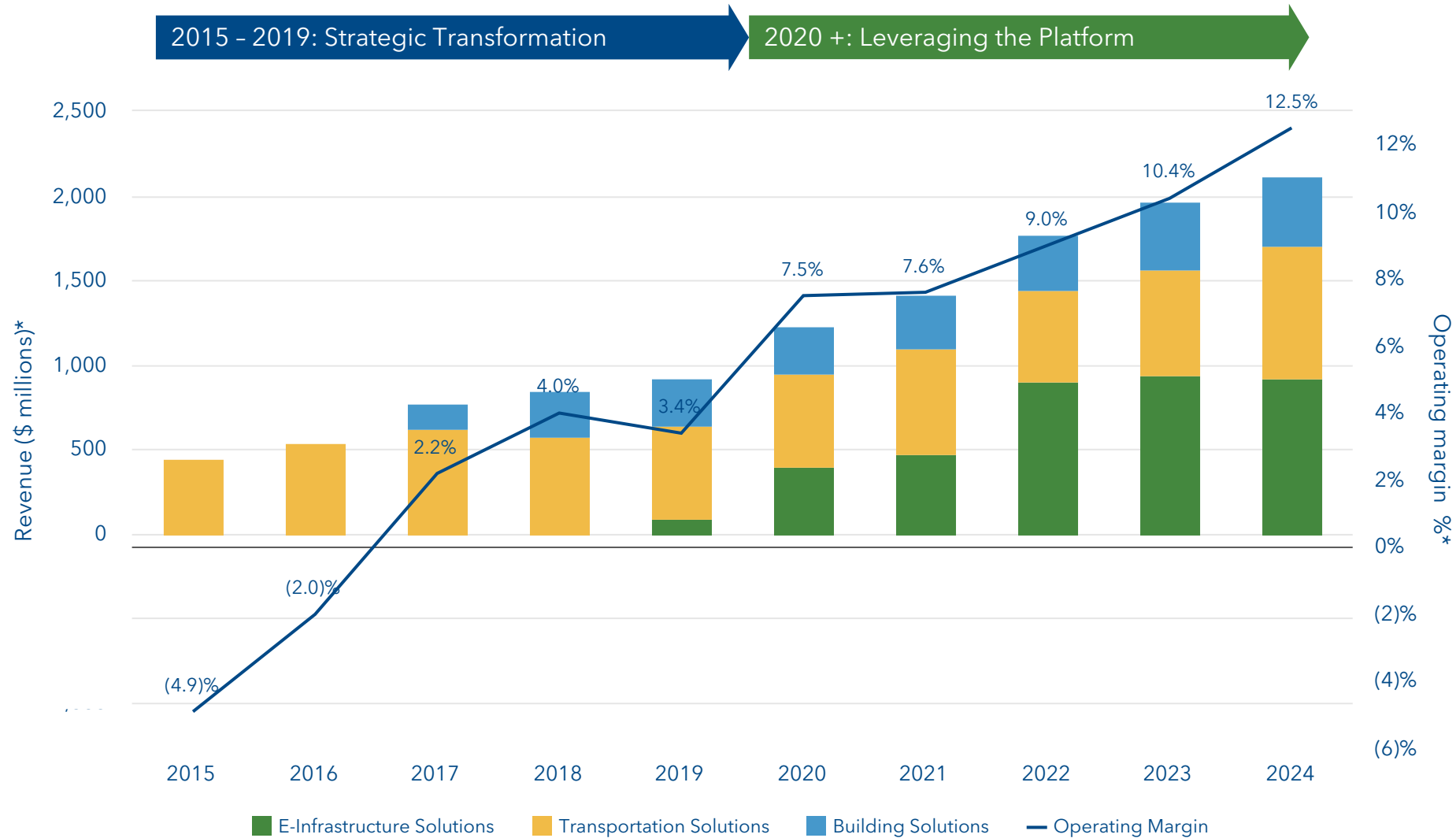
Grow High-Margin Products and Services

- Concentrated focus on bottom-line growth and higher-margin projects

Expand Into Adjacent Markets

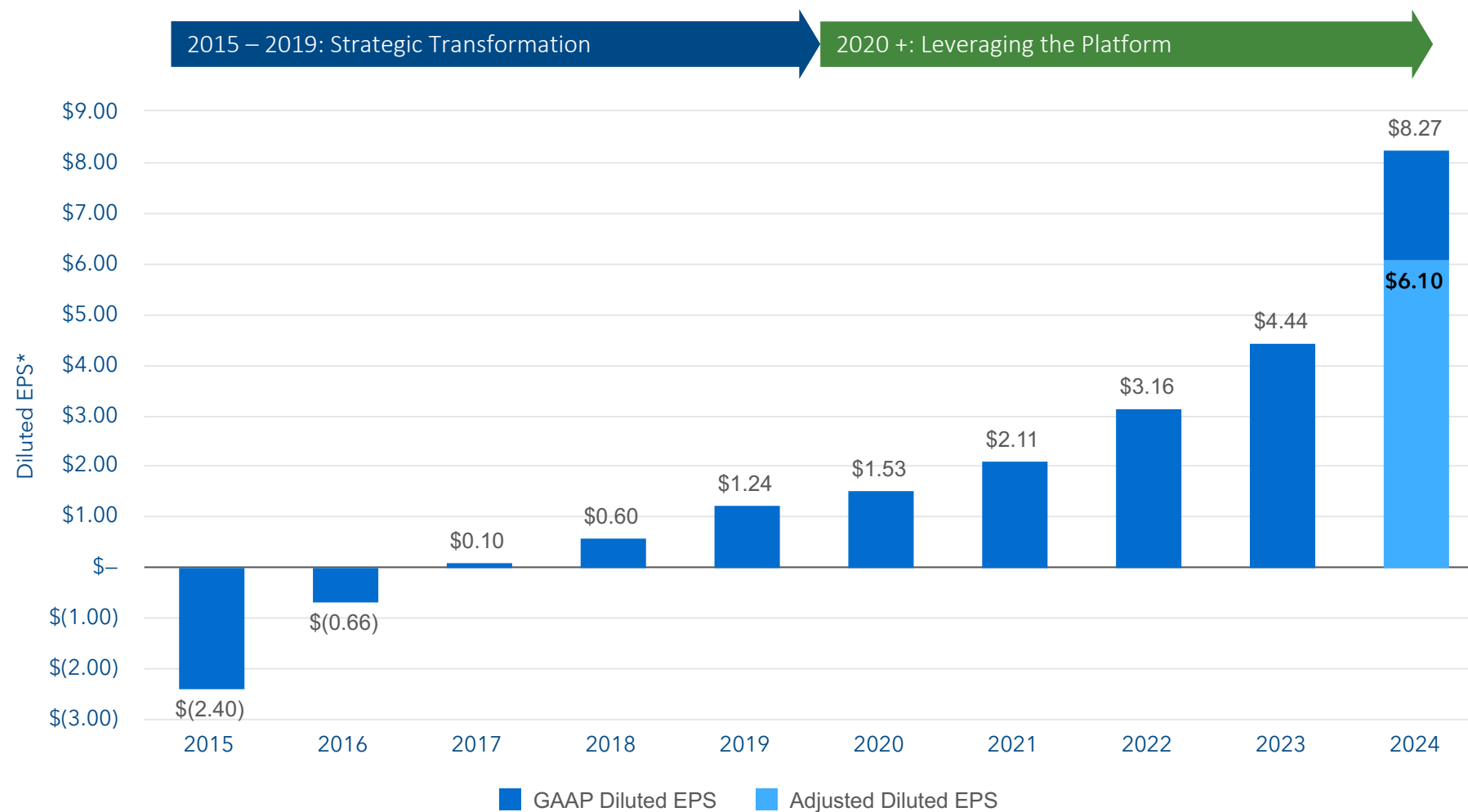
- Acquisition targets with ~15%+ gross margins
- Ten acquisitions since 2016

Built the Foundation for Success



2019-2024
+18%
REVENUE CAGR

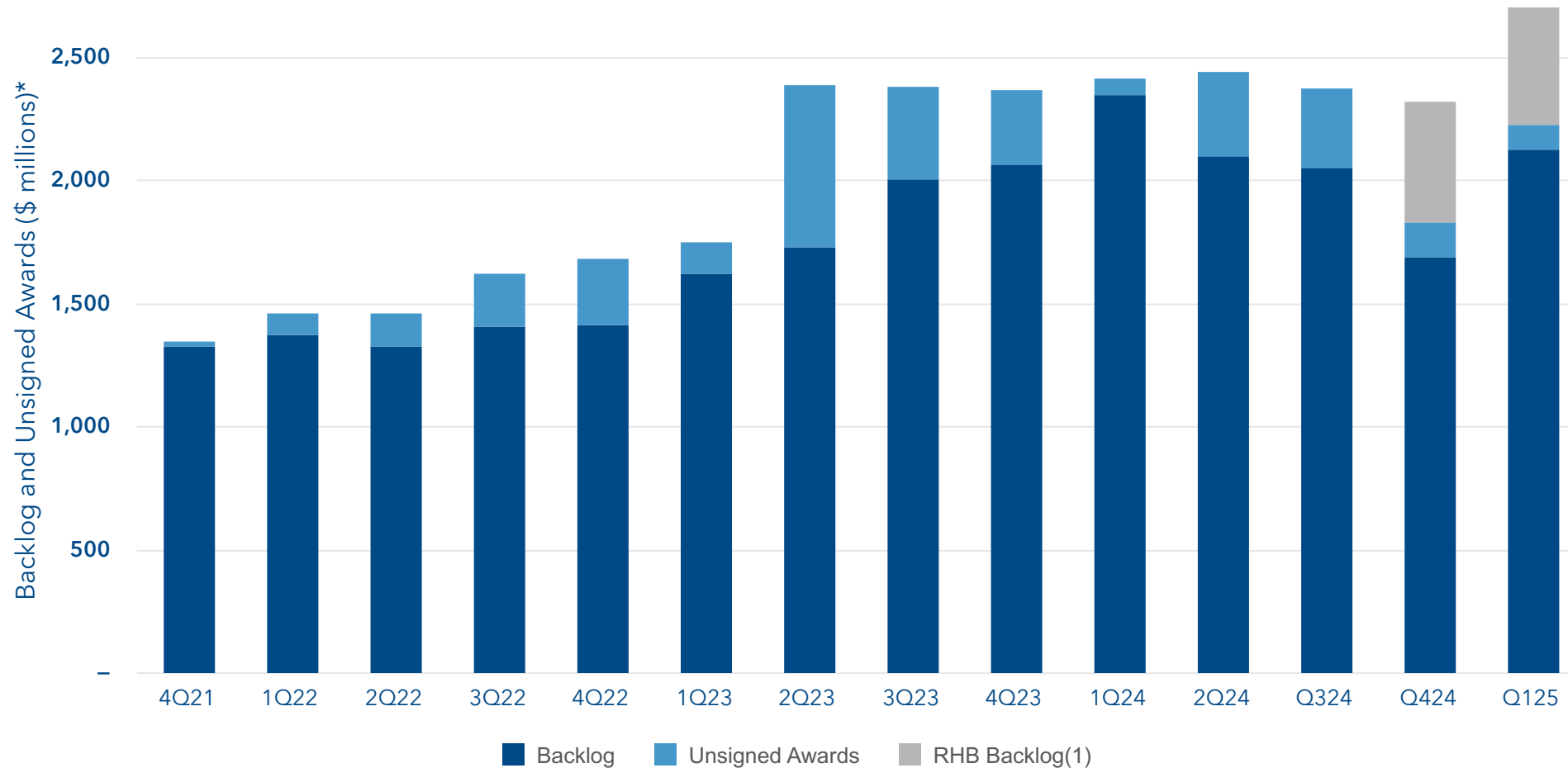
Built the Foundation for Success



2019-2024
+38%
EPS CAGR

BACKLOG,

a Pipeline of High-Profitability Work



Backlog does not include

~\$750
MILLION

of future phases of work associated with current projects

Strong Platform Serving Diverse End Markets

Sterling is playing a critical role in building the data infrastructure that enables today's way of life, the manufacturing production coming back to the US, the highways, the bridges, and the airports that connect us and the homes we live in.



E-Infrastructure Solutions

Largest, highest-margin segment ranked #1 in ENR's 2023 Top 20 Firms in Excavation*



E-Infrastructure Solutions data center project

What We Do:

Leading provider of large-scale specialty site infrastructure improvement contracting services, including site selection and preparation, in the Southeastern, Northeastern and Mid-Atlantic U.S.

Markets

- Data Centers
- Next Generation Manufacturing
- E-Commerce Distribution Centers
- Warehousing

Drivers

- Strong demand for data centers and mission-critical projects
- Megaprojects for EV, batteries, solar, semiconductors, other.
- Reshoring of manufacturing capacity
- E-Commerce distribution center and small warehouses showing early signs of activity

Key Customers



Four-Year CAGR**

23%

Revenue

28%

Op. Income

2024 Financial Metrics

\$924M

Revenue

22.0%

Op. Margin

Transportation Solutions

Strong markets with attractive margin opportunities



Transportation Solutions Wildlife Crossing Bridge project

What We Do:

Infrastructure and rehabilitation projects for highways, roads, bridges, airports, ports, light rail and storm drainage systems in the Rocky Mountain states and Texas.

Markets

- Low-bid Heavy Highway
- Alternative FD
- Aviation
- Rail

Drivers

- Strong state and local funding
- Infrastructure Bill allocates \$643B for transportation programs (\$285B incremental), \$25B for airports over 5 years
- Over \$185B in IIJA funding for 7,000+ transportation projects announced in 2022

Primary Geographies

Arizona | Colorado | Hawaii | Nevada | Texas | Utah

Four-Year CAGR**

9%

Revenue

43%

Op. Income

2024 Financial Metrics

\$784M

Revenue

6.5%

Op. Margin

Building Solutions

Improved bid discipline and reduced risk



Building Solutions Dallas area large subdivision project for leading builder

What We Do:

Residential and Commercial concrete slabs in the Dallas/Fort Worth (DFW), Houston, and Phoenix markets. Plumbing capabilities (rough in, top outs, fixtures in DFW).

Markets

- Dallas/Fort Worth
- Houston
- Phoenix

Drivers

- Demand for single-family homes in Dallas, Houston, and Phoenix markets
- Share gain in the Houston and Phoenix markets
- Plumbing demand and cross-selling capabilities
- Favorable mix shift

Leading Home Builders

not limited to:



Four-Year CAGR**

10%

Revenue

13%

Op. Income

2024 Financial Metrics

\$408M

Revenue

13.2%

Op. Margin



FINANCIAL OVERVIEW

- Quarter and Full Year Results Highlights
- Cash Flow
- Balance Sheet
- Capital Allocation Priorities
- Full Year Guidance
- Summary

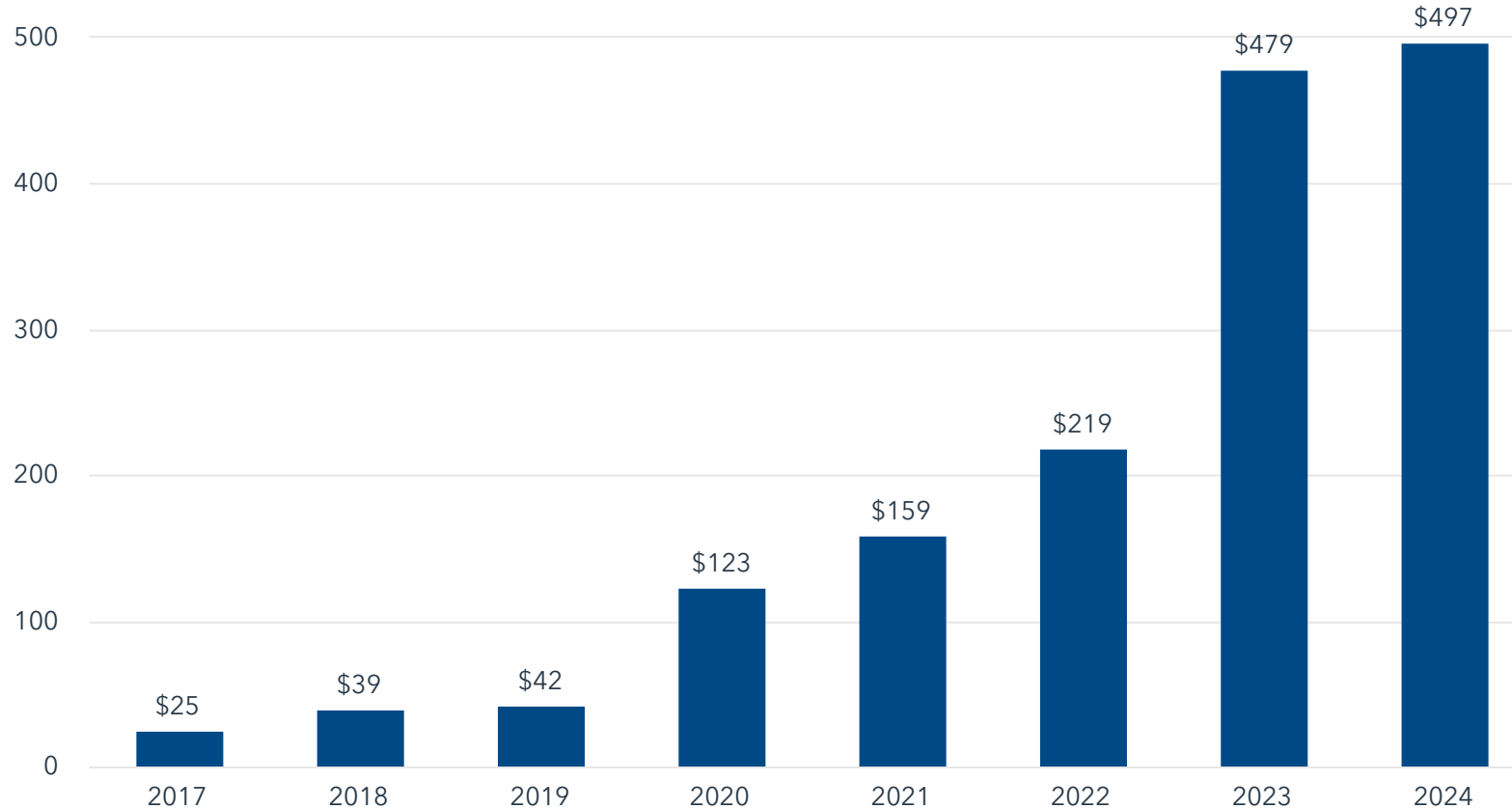
First Quarter 2025 Results Highlights

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

Strong Cash Flow Profile Provides Flexibility and Supports Growth Investments

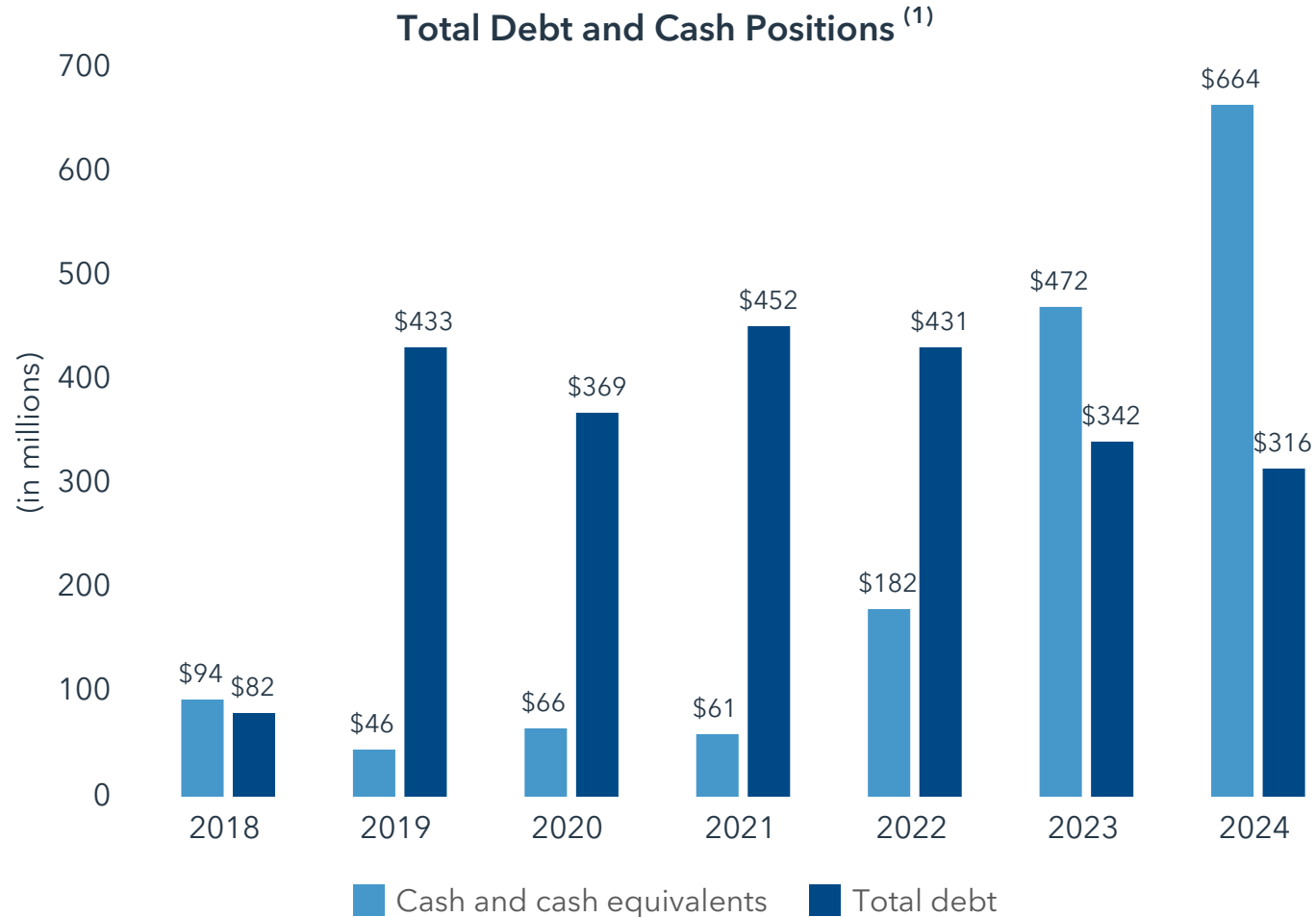
Operating Cash Flow



Considerations:

- In recent quarters, cash flow has benefited from the timing of cash payments on large projects in E-Infrastructure and Transportation Solutions.
- Over the long-term, we expect that operating cash flow will approximate operating income.

Balance Sheet with Significant Firepower to Support Future Growth



Considerations:

- We expect to pursue strategic uses of our liquidity, including acquisitions, investing in capital equipment and managing leverage.
- Sterling is comfortable with a forward-looking debt/EBITDA coverage ratio of +/-2.5X.
- As of March 31, 2025:
 - \$311M Term Loan Borrowings
 - \$75M Revolving Credit Facility (Undrawn)
- Net cash position as of March 31, 2025:
 - \$329M, or \$10.64 per diluted share.

Capital Allocation Priorities Support Growth in Existing and New Markets

Support organic growth in existing and new markets

- Capital expenditures support multi-year growth, weighted toward E-Infrastructure Solutions

Strategic M&A - “Bolt on” and/ or 4th Leg Opportunities

- “Bolt-ons”: Continue to evaluate small-to-mid sized acquisition opportunities that compliment our current service offerings and customer base
- 4th Leg opportunities: Adjacent market opportunities with exposure to strong, multi-year infrastructure investment trends and/or a recurring revenue element
- Seeking margin-accretive deals with attractive end market exposures at a reasonable price

Share Repurchase Program

- \$200 million authorization
- Taking an opportunistic approach to repurchase



Full Year 2025 Guidance

Revenue of \$2.05 to \$2.15 billion

Net Income of \$222 to \$239 million

EPS of \$7.15 to \$7.65

EBITDA⁽¹⁾ of \$381 to \$403 million

Full Year 2025 Non-GAAP Guidance

Adjusted EPS⁽¹⁾ of \$8.40 to \$8.90

Adjusted EBITDA⁽¹⁾ of \$410 to \$432 million

“We believe 2025 will be another excellent year for Sterling as we continue to drive bottom line growth that outpaces top line growth. We are raising our 2025 guidance to reflect our strong first quarter performance, backlog, and the impact of share repurchases. The midpoint of our revised 2025 guidance would represent 12% revenue growth pro forma for the new RHB accounting methodology, 22% adjusted diluted earnings per share growth and 23% adjusted EBITDA growth,,”

- Joe Cutillo, STRL 1Q25 Conference Call

STERLING,

A Leading Infrastructure Services Provider 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

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 Expense	\$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

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 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 %

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	<u>(7,739)</u>		<u>(5,216)</u>	
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)

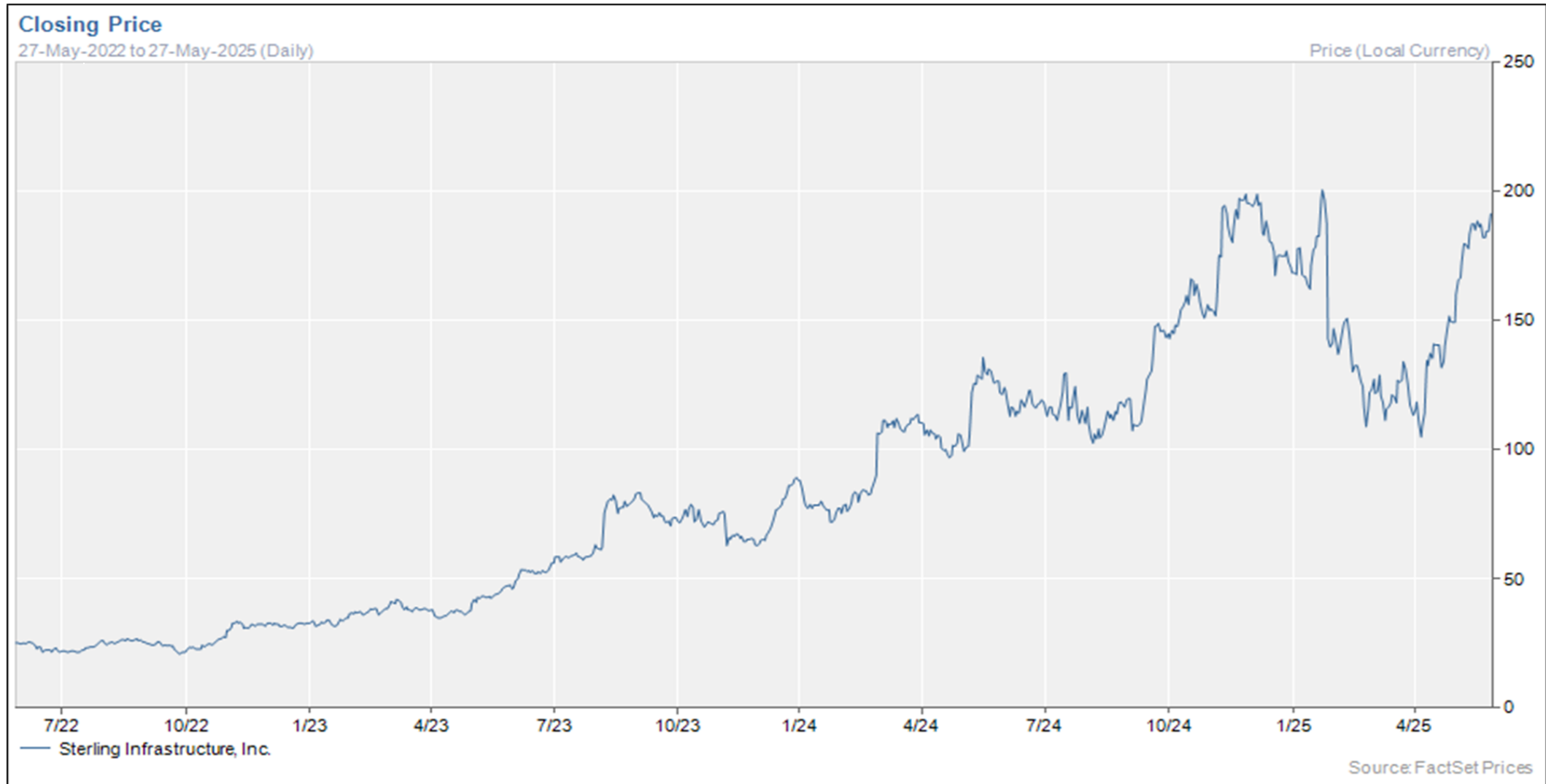
	Full Year 2025 Guidance		Full Year 2024
	Low	High	Actual
Net income attributable to Sterling common stockholders	\$ 222	\$ 239	\$ 257
Depreciation and amortization ⁽¹⁾	79	80	68
Interest income, net of interest expense	(2)	(4)	(2)
Income tax expense	82	88	87
EBITDA ⁽²⁾	381	403	411
Gain on deconsolidation 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.

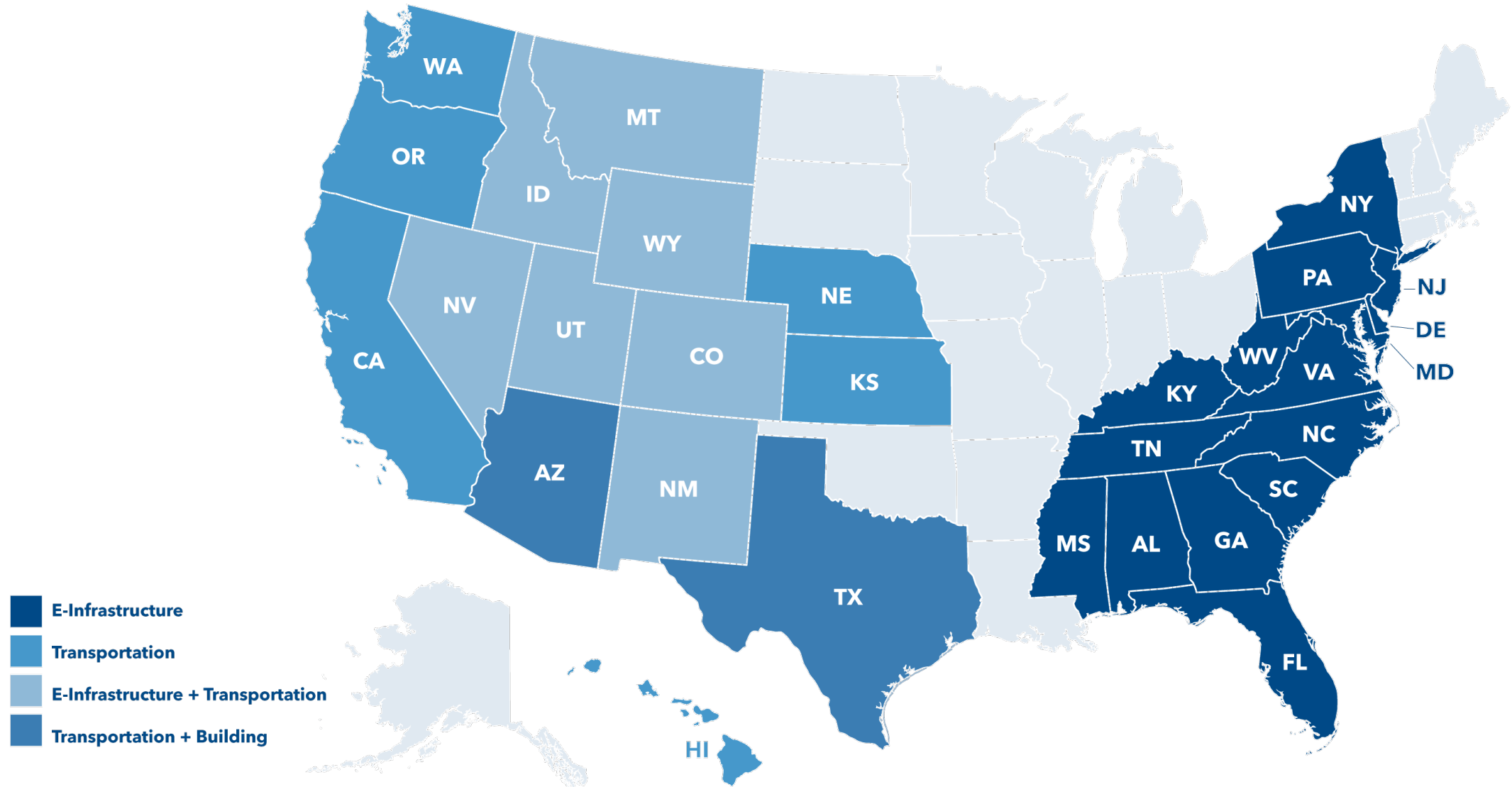
(2) The Company defines EBITDA as GAAP net income attributable to Sterling common stockholders, adjusted for depreciation and amortization, net interest income, and income tax expense.

(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.

STRL 3-Year Stock Price Performance

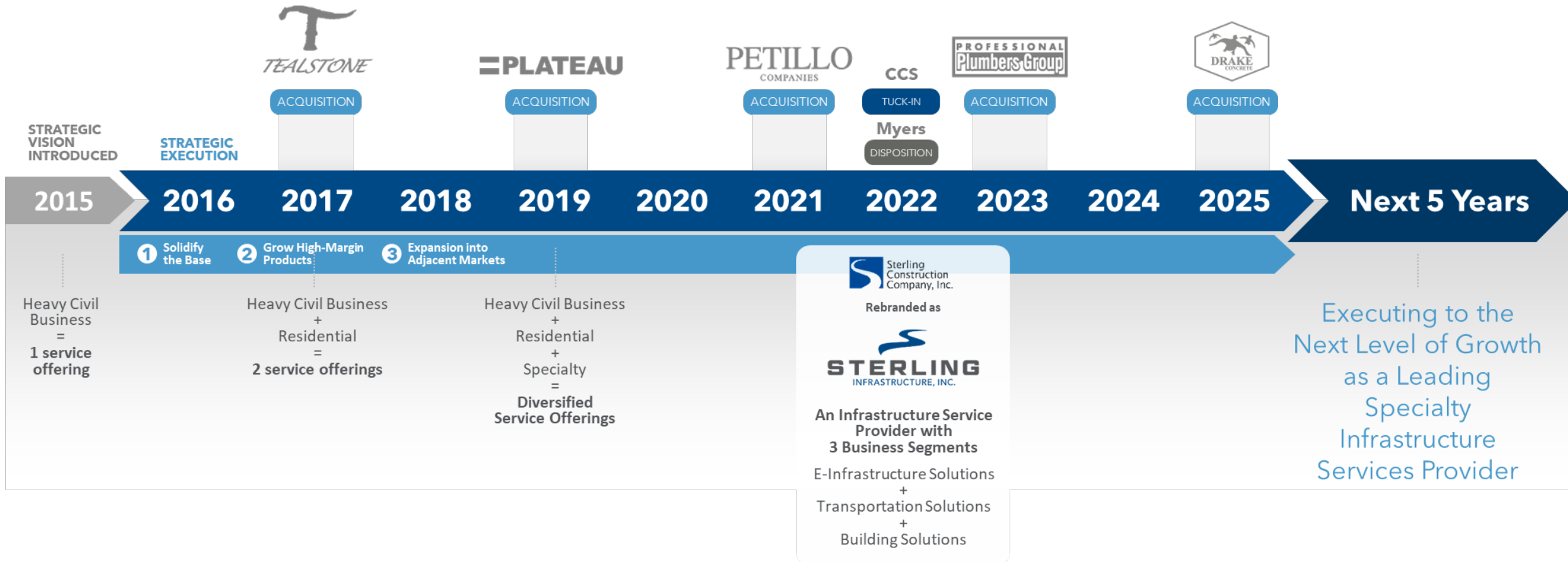


Active Geographical Footprint



Strategic Acquisitions

Strategic Elements: Solidify the Base | Grow High-Margin Products | Expansion into Adjacent Markets
Key Objectives: Bottom-line Growth | Risk Reduction | Exceed Peer Performance



Sustainability

From strategy to operations, we are committed to sustainability by operating responsibly to safeguard and improve society's quality of life.

Protecting Our Environment

- Sound governance
- Environmentally responsible construction services and solutions for today and tomorrow

Taking Care of Our People

- Sterling's safety rating consistently ranks 10X better than the industry average
- Employee wellness programs through extensive benefit offerings
- Training & Development programs, including the new focused training through Sterling Academy
- Caring for our communities and supporting organizations across our footprint and beyond

Governance

- Committed to conducting business ethically and with integrity and full transparency
- Committed to strong and effective governance practices that promote and protect the interests of our shareholders





Contact Us

Sterling Infrastructure, Inc.

Noelle Dilts, VP IR and Corporate Strategy
Tel: (281) 214-0795
Cell (720) 270-6361
noelle.dilts@strlco.com



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