



# WILLDAN GROUP, INC.

Q3 FY25 Earnings Call

NASDAQ: WLDN

November 6, 2025

Mike Bieber, President & CEO

Kim Early, Executive Vice President & CFO

**Safe Harbor Statement** – Statements in this presentation that are not purely historical, are forward-looking statements that involve risks and uncertainties within the meaning of the Private Securities Litigation Reform Act of 1995. Willdan's actual results could differ materially from those in any such forward-looking statements. Willdan's business could be affected by a number of other factors, including the risk factors listed from time to time in Willdan's SEC reports including, but not limited to, the Annual Report on Form 10-K for the year ended December 27, 2024. Willdan disclaims any obligation, and does not undertake, to update or revise any forward-looking statements.

# Q3'25 Key Takeaways

Strong execution drove record results

## Q3'25 vs. Q3'24

- Contract Revenue \$182M **+ 15%**
- Net Revenue \$95M **+ 26%**
- Adjusted EBITDA \$23M **+ 53%**
- GAAP EPS \$0.90 **+ 77%**
- Adjusted EPS \$1.21 **+ 66%**

20% organic + 6% acquisitive = 26% net revenue growth

Load growth and execution fuel positive long-term outlook

# Willdan Provides Energy & Infrastructure Solutions

## Services by Segment

### Energy (~85%)

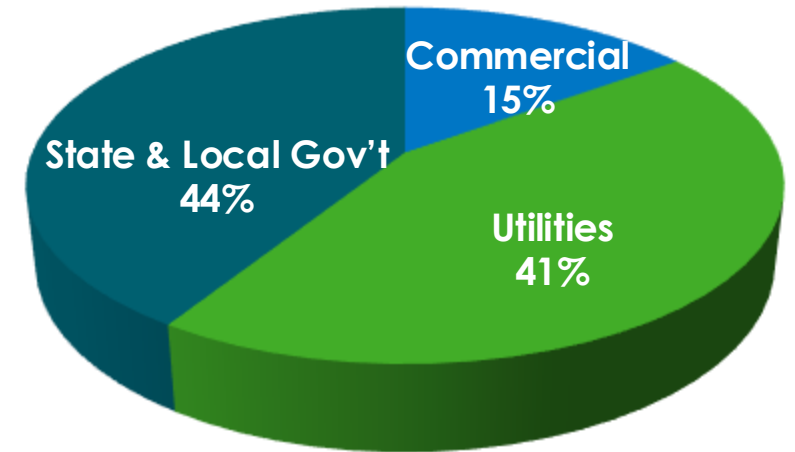
- Policy, Forecasting, and Data Analytics
- Energy Engineering
- Program Management

### Engineering & Consulting (~15%)

- Civil Engineering
- Financial Consulting

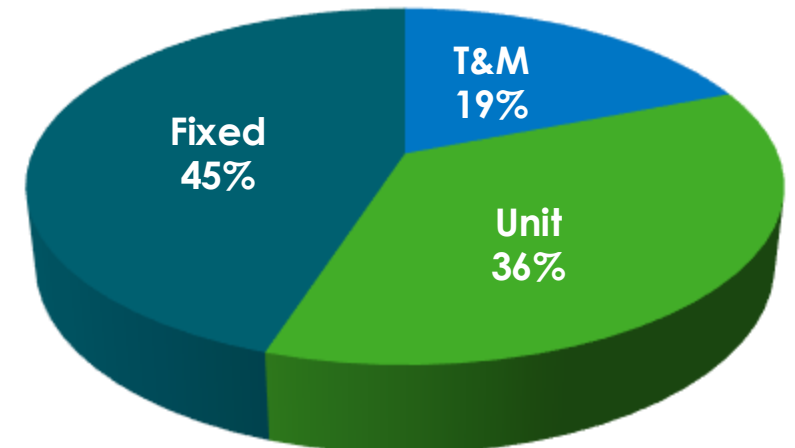
## Customer Mix

(FY'25 Pro Forma Estimate)



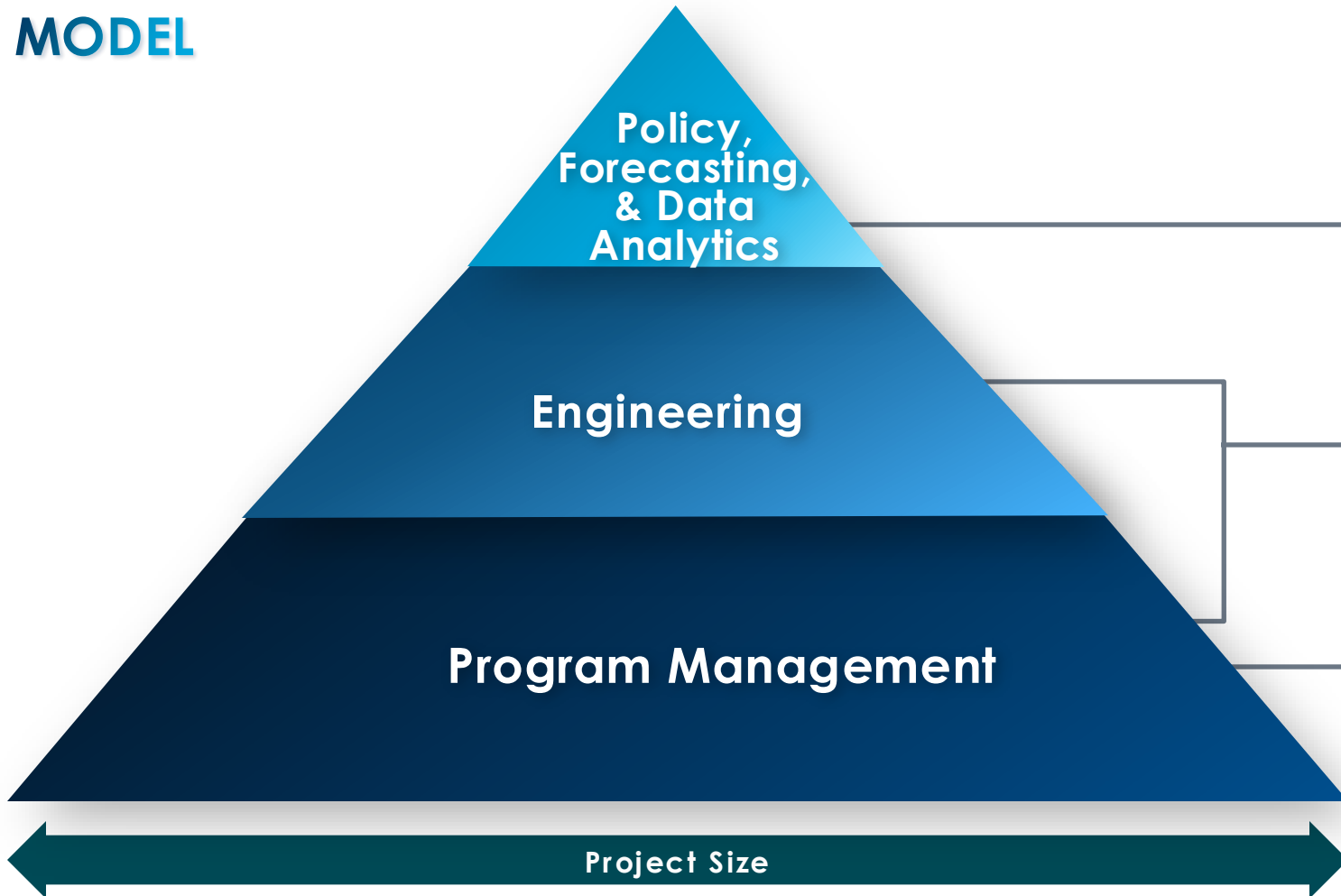
## Contract Type

(FY'25 Pro Forma Estimate)



# Upfront Policy Work Informs Willdan Strategy

## MODEL



## COLLABORATION EXAMPLE: *Powering Data Centers*

Hyperscaler master planning and location analysis

Design/build electricity supply

O&M energy optimization

# Notable Wins

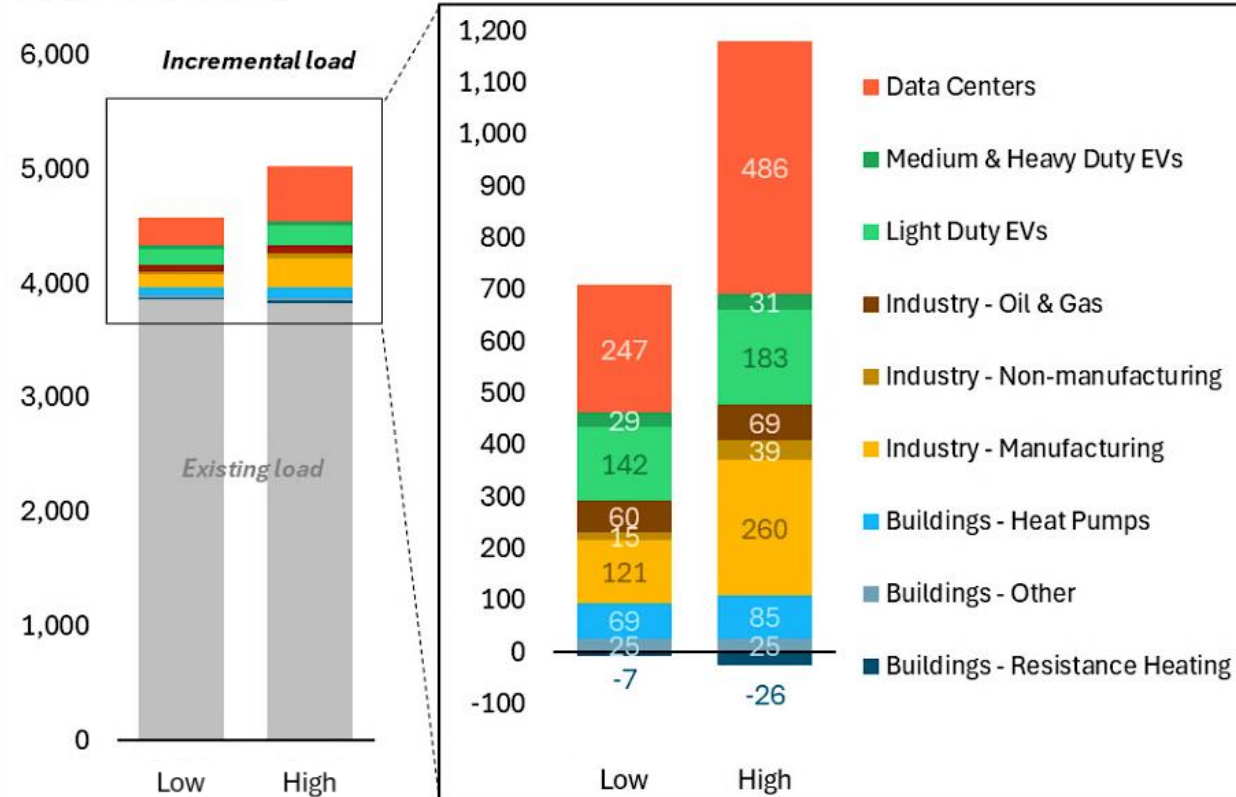
Since last earnings call

Client	Description
1. Alameda County, CA - \$97M	Design and implement energy and infrastructure upgrades
2. Two confidential projects in OR and GA - \$21.7M	Substations for solar battery energy storage system
3. Confidential in TX - \$14.2M	Substation for solar battery energy storage system
4. Confidential in TX - \$7.8M	Greenfield substation
5. Confidential in UT - \$3.6M	Expanding substation

# Forecasted US Electricity Demand Growth

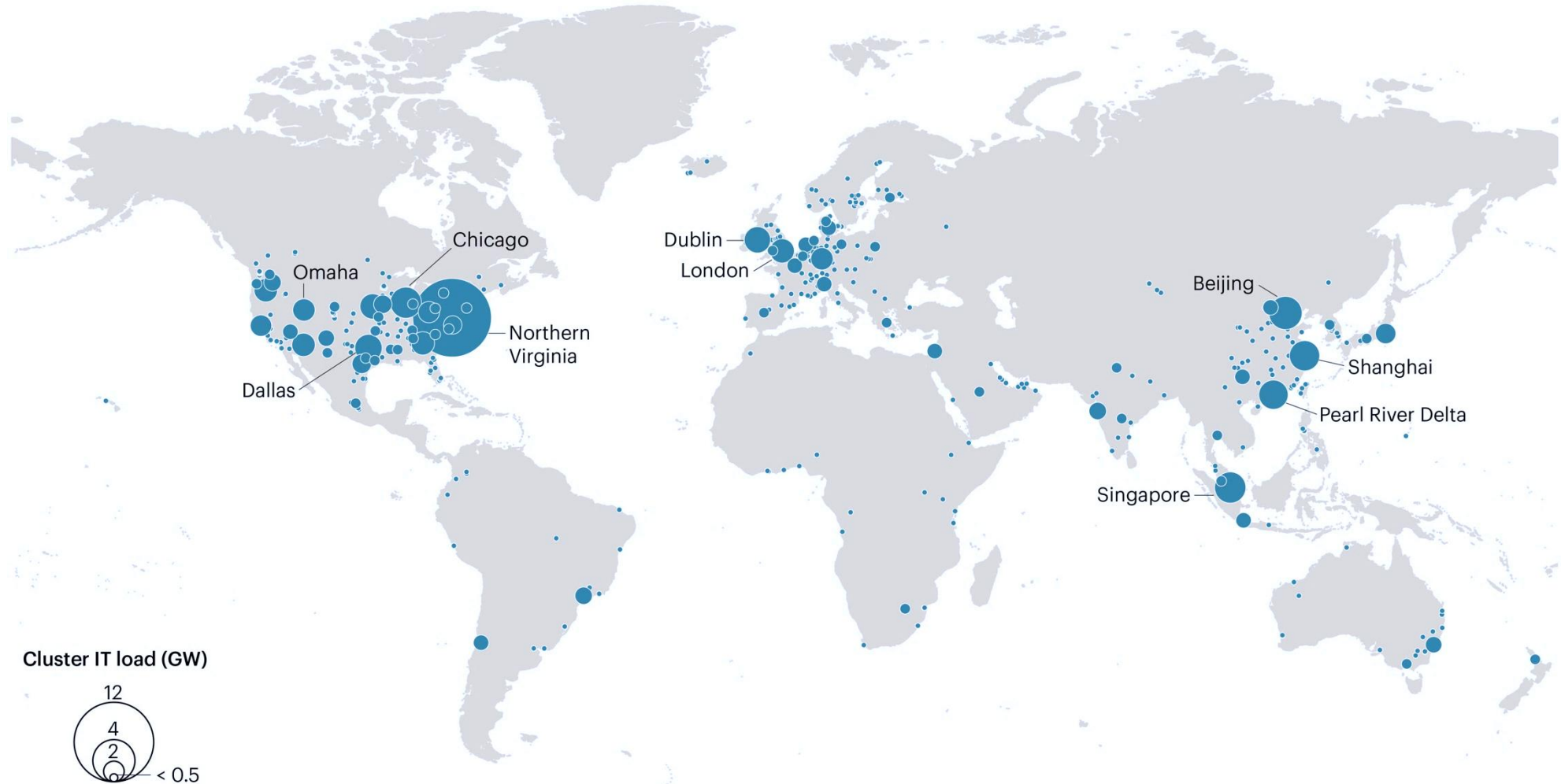
Projected by end use in 2035 (TWh)

Terawatt-hours (TWh)



- Load growth is transforming the electricity sector
- Multiple drivers led by data centers

# Global Data Center Load (GW 2024)



Source: IEA, "Energy and AI", April 10, 2025, CC by 4.0, <https://www.iea.org/reports/energy-and-ai>



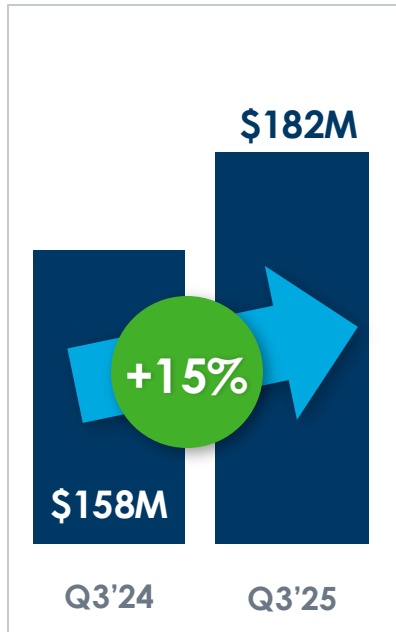
# FINANCIAL RESULTS

Kim Early, EVP & CFO

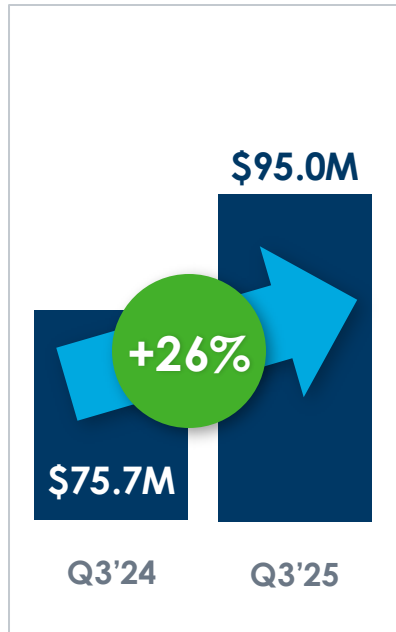
# Q3'25 v Q3'24

(\$ in millions, except for EPS)

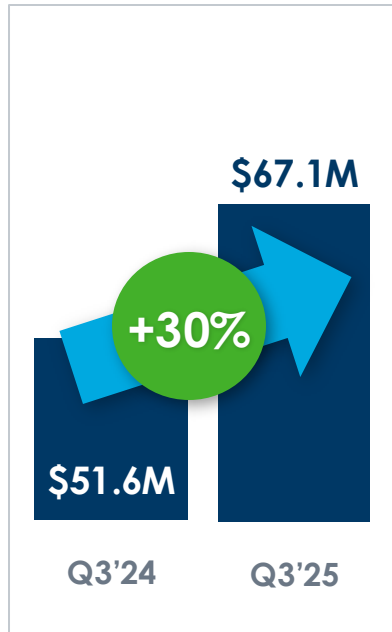
## Contract Revenue



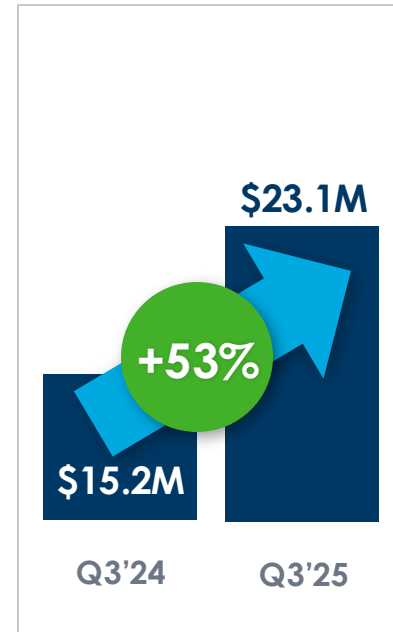
## Net Revenue



## Gross Profit



## Adjusted EBITDA



## Adjusted EPS



Broad-based growth and excellent execution drove a record quarter

# 9MTD'25 v 9MTD'24

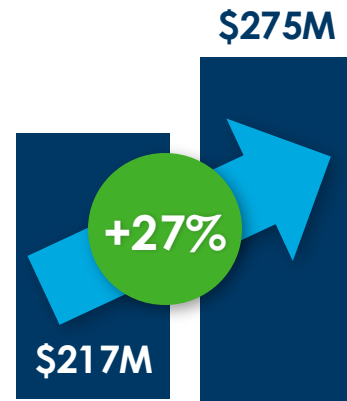
(\$ in millions, except for EPS)

## Contract Revenue



9MTD'24 9MTD'25

## Net Revenue



9MTD'24 9MTD'25

## Gross Profit



9MTD'24 9MTD'25

## Adjusted EBITDA



9MTD'24 9MTD'25

## Adjusted EPS



9MTD'24 9MTD'25

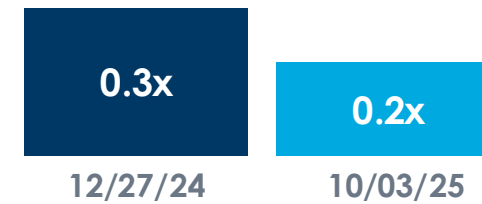
Revenue and margin growth propelled strong results

# Balance Sheet & Cash Flow

## NET DEBT



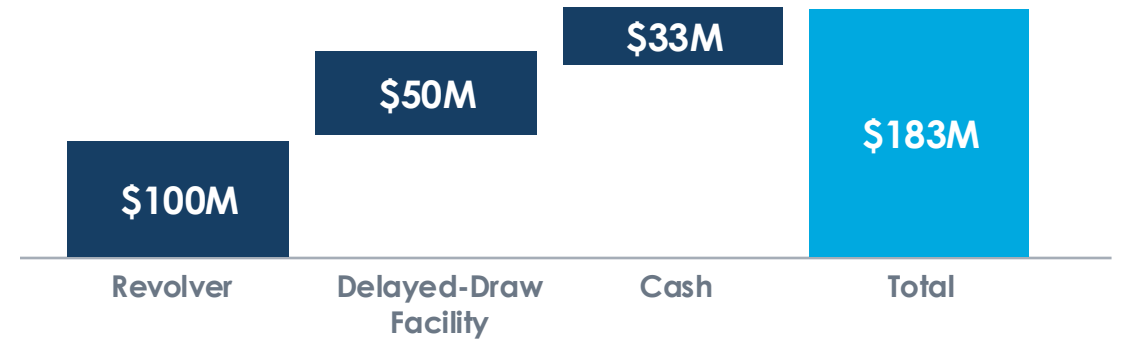
## NET DEBT/ADJUSTED EBITDA TTM



## FREE CASH FLOW

<i>(\$ in M, except FCF/share)</i>	YTD Q3'25	FCF/Share TTM
Cash Flow From Operations	\$41	<b>\$4.34</b>
Less: Capital Expenditures	7	
Free Cash Flow	<b>\$34</b>	

## TOTAL LIQUIDITY

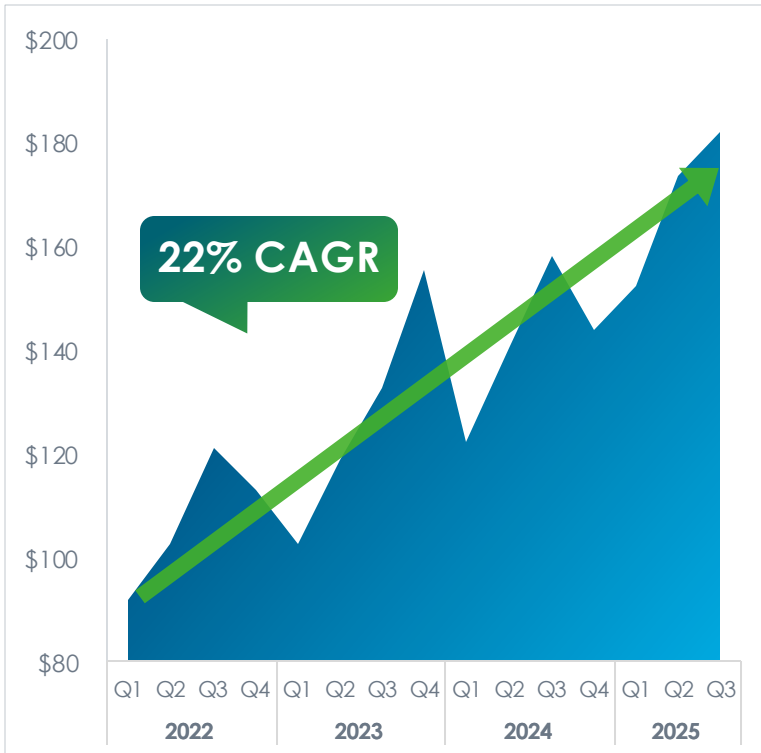


Financial strength and ample liquidity enables investment in strategic growth

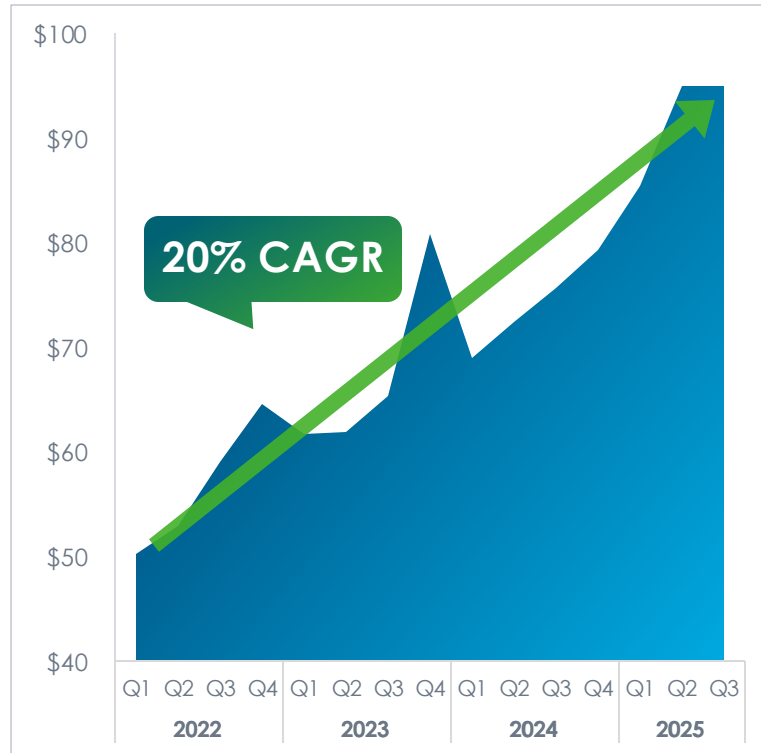
# 15 Quarter Performance

(\$ in millions)

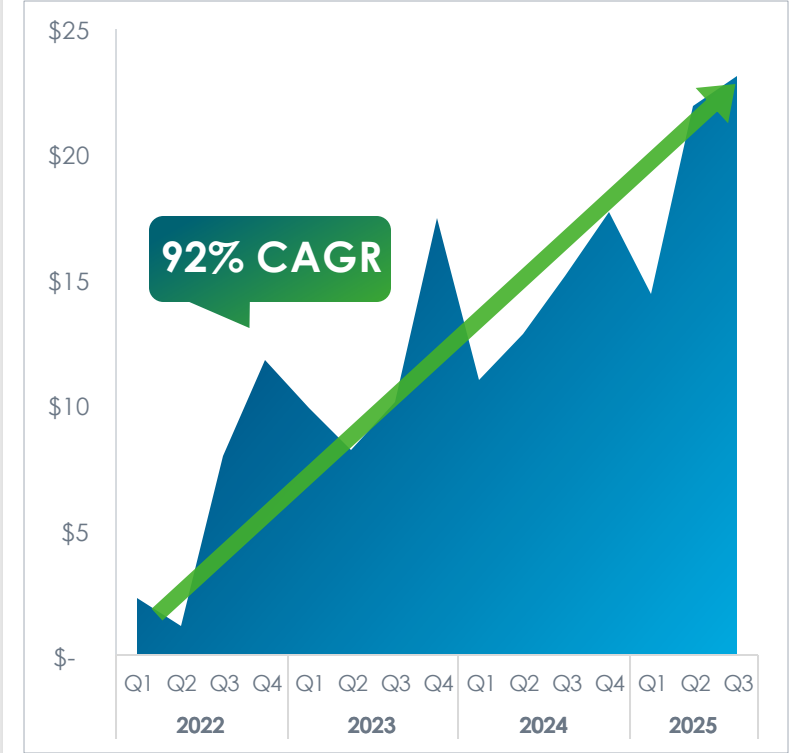
## Gross Revenue



## Net Revenue



## Adj. EBITDA



# Increasing Financial Targets\*

Financial Target	From	To
Net Revenue	\$340-350M	<b>\$360-365M</b>
Adjusted EBITDA	\$70-73M	<b>\$77-78M</b>
Adjusted Diluted EPS	\$3.50-3.65	<b>\$4.10-4.20</b>
Full Year Effective Tax Rate	(15%)**	<b>(10%)**</b>

\* Financial Targets assume no future acquisitions and 15.2M average diluted common shares

\*\* Full year effective tax rate is a tax rate benefit

# Key Takeaways

- ▶ **Continued solid growth and financial performance**
- ▶ **Increased FY'25 financial targets**
- ▶ **Well positioned in dynamic and growing markets**
- ▶ **Active pipeline of strategic acquisition opportunities**



Q&A



# APPENDIX

# Reconciliation of Contract to Net Revenue

<i>(\$ in millions)</i> <i>Note: totals may not foot due to rounding</i>	<b>FY2023</b>	<b>FY2024</b>	<b>Q3'24</b>	<b>Q3'25</b>	<b>9MTD'24</b>	<b>9MTD'25</b>
<b>CONSOLIDATED</b>						
Contract Revenue	\$510.1	\$565.8	\$158.3	\$182.0	\$421.7	\$507.9
Subcontractor services & other direct costs	240.4	269.5	82.6	87.0	204.7	232.6
<b>Net Revenue</b>	<b>\$269.7</b>	<b>\$296.3</b>	<b>\$75.7</b>	<b>\$95.0</b>	<b>\$217.0</b>	<b>\$275.3</b>
<b>ENERGY SEGMENT</b>						
Contract Revenue	\$427.0	\$473.3	\$134.0	\$154.8	\$352.6	\$427.7
Subcontractor services & other direct costs	236.6	266.1	81.8	85.5	202.0	228.4
<b>Net Revenue</b>	<b>\$190.4</b>	<b>\$207.2</b>	<b>\$52.2</b>	<b>\$69.2</b>	<b>\$150.6</b>	<b>\$199.3</b>
<b>ENGINEERING &amp; CONSULTING SEGMENT</b>						
Contract Revenue	\$83.1	\$92.5	\$24.2	\$27.3	\$69.1	\$80.1
Subcontractor services & other direct costs	3.8	3.4	0.8	1.5	2.7	4.2
<b>Net Revenue</b>	<b>\$79.3</b>	<b>\$89.1</b>	<b>\$23.4</b>	<b>\$25.8</b>	<b>\$66.4</b>	<b>\$75.9</b>

# Reconciliation GAAP Net Income to Adjusted EPS

<i>(\$ &amp; shares in millions except per share amounts)</i> <i>Note: totals may not foot due to rounding</i>	FY2023	FY2024	Q3'24	Q3'25	9MTD'24	9MTD'25
<b>Net Income</b>	<b>\$10.9</b>	<b>\$22.6</b>	<b>\$7.3</b>	<b>\$13.7</b>	<b>\$14.9</b>	<b>\$33.8</b>
<i>Stock-based Compensation, net of tax</i>	4.3	6.1	1.7	2.6	4.5	7.3
<i>Intangible Amortization, net of tax</i>	8.2	5.9	1.5	1.3	4.6	6.2
<i>Interest Accretion, net of tax</i>	-	0.1	-	0.7	-	1.8
<i>Refinancing Costs, net of tax</i>	0.4	-	-	-	-	0.7
<i>Transaction Costs, net of tax</i>	-	-	-	-	-	0.2
<b>Adjusted Net Income</b>	<b>\$23.8</b>	<b>\$34.7</b>	<b>\$10.5</b>	<b>\$18.4</b>	<b>\$24.0</b>	<b>\$50.0</b>
Diluted Weighted Avg. Shares Outstanding	13.606	14.245	14.358	15.229	14.130	14.987
Diluted EPS	\$0.80	\$1.58	\$0.51	\$0.90	\$1.05	\$2.26
<b>Adjusted Diluted EPS</b>	<b>\$1.75</b>	<b>\$2.43</b>	<b>\$0.73</b>	<b>\$1.21</b>	<b>\$1.70</b>	<b>\$3.34</b>
<i>Period Growth in Adjusted Diluted EPS</i>	99%	39%	97%	66%	79%	96%

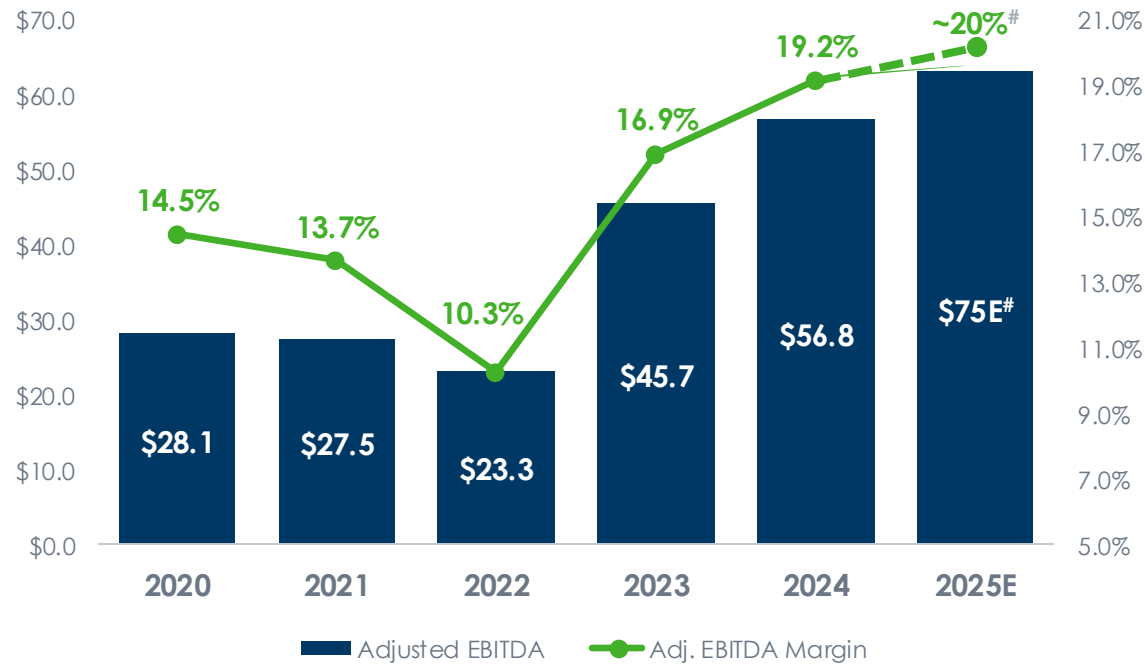
# Reconciliation GAAP Net Income to Adjusted EBITDA

<i>(\$ in millions)</i> <i>Note: totals may not foot due to rounding</i>	<b>FY2023</b>	<b>FY2024</b>	<b>Q3'24</b>	<b>Q3'25</b>	<b>9MTD'24</b>	<b>9MTD'25</b>
<b>Net Income</b>	\$10.9	\$22.6	\$7.3	\$13.7	\$14.9	\$33.8
Interest Expense	9.4	7.8	1.9	0.9	6.0	4.9
Income Tax Expense (Benefit)	3.7	4.1	0.2	0.6	1.9	(4.2)
Stock-based Compensation	5.3	7.4	2.0	3.1	5.4	8.8
Depreciation and Amortization	16.4	14.7	3.7	3.9	10.9	13.9
Interest Accretion	-	0.2	-	0.9	-	2.1
Transaction Costs	-	-	-	-	-	0.2
(Gain) Loss on Sale of Equipment	(0.1)	-	0.0	(0.0)	(0.0)	(0.0)
<b>Adjusted EBITDA</b>	<b>\$45.7</b>	<b>\$56.8</b>	<b>\$15.2</b>	<b>\$23.1</b>	<b>\$39.1</b>	<b>\$59.5</b>
<b><i>Adjusted EBITDA Margin</i></b> <i>(as % of Net Revenue)</i>	<b>16.9%</b>	<b>19.2%</b>	<b>20.0%</b>	<b>24.4%</b>	<b>18.0%</b>	<b>21.6%</b>

# Adj. EBITDA & Margin Trends and Revenue/Employee

## Adj. EBITDA Growth and Margin Improvement

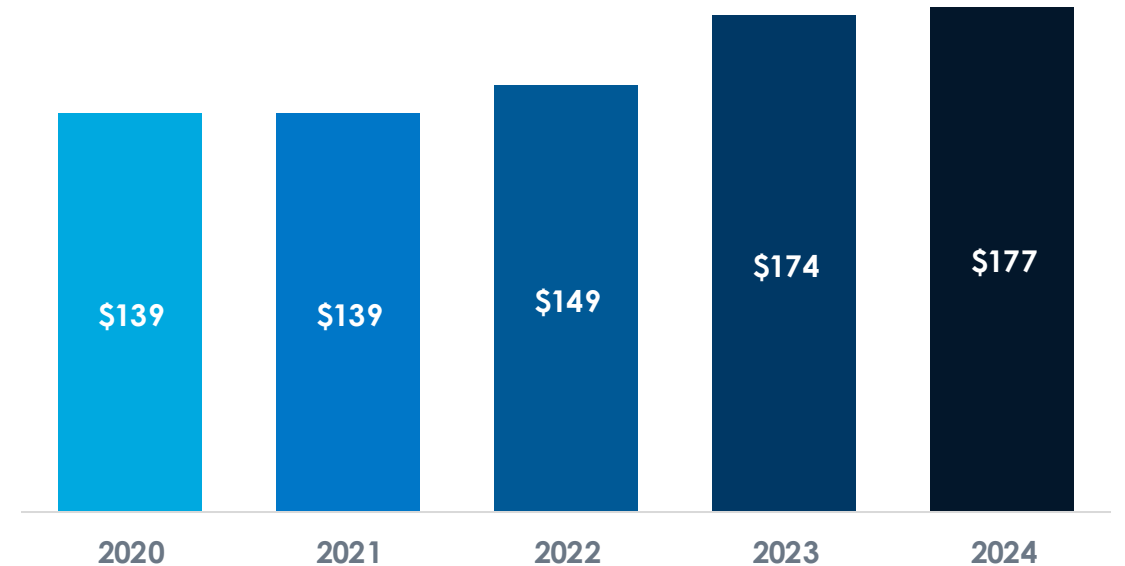
(\$ in millions)



#Adj.EBITDA and Adj. EBITDA margin are based on the mid-point of 2025 Financial Targets.

## Net Revenue Per Employee\*

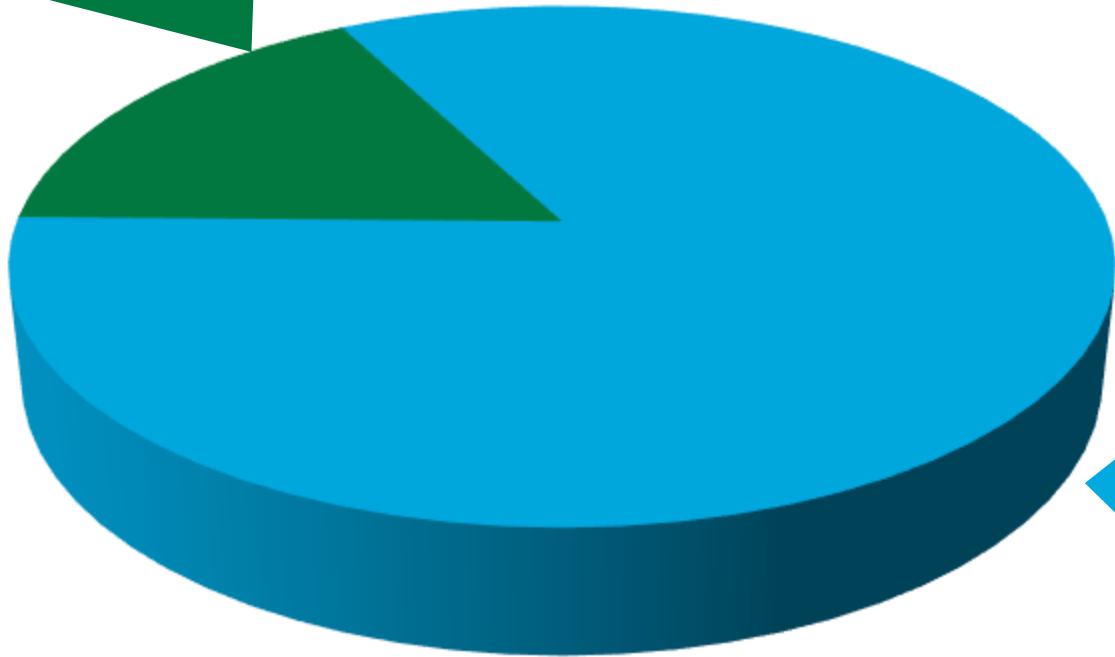
(\$ in thousands)



\* Net Revenue per employee based on average headcount over the period.

# Revenue by Segment, Offices & Employees

Engineering & Consulting  
~15%



Energy  
~85%

55

Offices

25

(states plus  
Canada, D.C. &  
Puerto Rico)

1,788

Employees (as of 10/03/25)

# Definition of Terms

➤ **NET REVENUE** – Contract Revenue less Subcontractor Services and Other Direct Costs

➤ **ADJUSTED EBITDA** – Net Income plus Interest Expense, Income Tax Expense (Benefit), Stock-Based Compensation, Interest Accretion, Depreciation and Amortization, Gain (Loss) On Sale of Equipment, and Tax Benefit Distribution

➤ **ADJUSTED EBITDA MARGIN** – Adjusted EBITDA divided by Net Revenue

➤ **ADJUSTED DILUTED EPS** – Net Income plus Stock-Based Compensation, Intangible Amortization and Transaction Costs, Net of Tax, all divided by the Diluted Weighted-Average Shares Outstanding and is a non-GAAP financial measure