



Centuri



2025

Sustainability Report

Sustainably Scaling for the Future



Centuri

Centuri Holdings, Inc.
Sustainability Report 2025*



**Unless otherwise stated, all figures in this report are from the 2025 fiscal year.*



► About This Report

Centuri Holdings, Inc. (together with its consolidated subsidiaries, “we,” “us,” “our,” or “Centuri”), the parent company of Centuri Group, Inc., is committed to transparency in its reporting. This sustainability report reflects that commitment while outlining the work we are doing to build a stronger, scalable business that delivers long-term value for our customers, employees, communities, and shareholders. Over the past year, we have made measurable progress toward strengthening the systems, processes, and capabilities that put us in the best possible position to scale our enterprise and support the evolving needs of the energy and utility industries. You will find relevant highlights contained within this report and aligned to our newly released five-year Company Strategy.

To align with our fiscal reporting cycles, this year’s report is titled 2025. It reflects quantitative data through year-end 2025 and qualitative updates through report publishing. Unless otherwise noted, all figures in this report represent data aligned to Centuri’s fiscal year (December 30, 2024 – December 28, 2025). This report also discloses progress against our 15 non-financial Key Performance Indicators (KPIs). The report includes the following appendices 1) SASB disclosure, 2) KPIs, and 3) alignment with UN Sustainable Development Goals (SDGs).

This document reflects consolidated reporting for Centuri and its affiliates, including all operating companies under the Centuri umbrella. Copies of this and future reports will be available annually at investor.centuri.com/sustainability.

Forward-Looking Statements

This report may contain 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 could include, but are not limited to, statements regarding (1) our confidence in our prospects to deliver value for our stockholders, (2) our expectation to continue to build on our track record of delivering sustainable growth by serving our customers across the energy value chain, and (3) our expectation that our various corporate governance, enterprise and project management, talent development, risk control, and other sustainability practices will continue to mitigate our risks at acceptable costs while promoting our sustainable growth. 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 and the impact of general economic 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 report are (i) made as of the date of this report, 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.



A Message from President and CEO Christian Brown

Building the Foundation for Sustainable Growth

North America's energy network serves as the backbone of energy security, economic growth, community prosperity, and powers modern life. As America celebrates 250 years of history, we find ourselves at another pivotal moment. Rising energy demand, rapid urbanization, advances in artificial intelligence, and the need to modernize aging infrastructure are increasing both the complexity of and our reliance on the energy systems that power our communities. Meeting these challenges—while ensuring reliability, affordability, and system resilience—creates one of the greatest opportunities of our time.

At Centuri, we recognize the critical role we play in supporting this transformation. Natural gas was the top source of utility-scale electricity generation in the U.S. (about 41%) for 2025*. Meanwhile, investor-owned utility companies are predicted to spend \$1.4 trillion on electricity infrastructure between now and 2030, up more than 20 percent from the same utilities' 2025 projections, to meet unprecedented demand.** Outside of utilities, energy companies are investing more in power generation, data centers, and a variety of industrial projects that require high quality infrastructure services. Our work is essential to helping customers safely install and upgrade their systems, replace aging assets, and build the energy infrastructure that enables us all to grow sustainably.

We recently introduced a company strategic plan that will seize on the tremendous opportunity before us. In doing so we were careful to incorporate sustainability into our planning process. We view sustainability not as a separate initiative but as foundational to the way we operate, make decisions, and create long-term value for our stakeholders and shareholders.

Our Vision One Centuri strategy crystallizes our ambition to become North America's most trusted and highest-performing utility and energy infrastructure company by 2030. Through targeted investments in our workforce, an unrelenting focus on safety, enhanced operational discipline, and a unified approach to growth, we are creating the systems and capabilities necessary to support our customers and the challenges they face while delivering exceptional value for our shareholders.

We believe sustainable growth results not only in strong financial performance, but also positively impacts our communities, partners, and the people we employ who make it all happen. As energy demand grows, thoughtful infrastructure investment and responsible integration of new technologies will be essential to delivering lasting benefits for customers, communities, and future generations.

To support these ambitions, we are strengthening the core competencies that enable our sustainable growth. That includes embedding clear standards, rigorous project controls, financial discipline, and operational excellence throughout our entire organization. Additionally, we are investing in enterprise-wide talent development, workforce planning, and scalable capabilities that position us to meet future demands while aligning with the highest customer priorities. Our fleet, equipment, and operational assets are critical to this effort, but our greatest differentiator continues to be our people and the expertise they bring to every project.

I am grateful for Centuri employees across all parts of our business whose talent, deep expertise, and trusted partnerships are helping us build what is next. I am equally grateful for the trust that our customers and partners place in us. Together, we are sustainably scaling our enterprise while building the infrastructure to power the future.

With Gratitude,

Christian Brown
President and Chief Executive Officer
Centuri Holdings, Inc.

“ Our Vision One Centuri strategy crystallizes our ambition to become North America's most trusted and highest-performing utility and energy infrastructure company by 2030. ”

*Source: U.S. Energy Information Administration
** Source: Powerlines



Ann Seiden Senior Vice President, Communications, Marketing & Sustainability

Driving a Sustainable One Centuri Vision

At Centuri, sustainability is at the very core of the way we work. It informs everything we do to build a stronger, scalable business that delivers long-term value for our customers, employees, communities, and shareholders. Over the past year, and through the framework of our Vision One Centuri strategy, we have made measurable progress toward strengthening the systems, processes, and capabilities that put us in the best possible position to sustainably scale our enterprise and support the evolving needs of the energy and utility industries.

A central focus of our efforts has been creating a more integrated, data-driven organization. By improving data efficiency across key business functions, we are enhancing our ability to make informed decisions and deploy critical resources—namely, capital, equipment, and our workforce—more effectively. These investments enable us to operate and deliver with greater efficiency and consistency, improving the ways we serve our diverse customer base across our growing footprint.

This report speaks to the foundational work we are doing to unify our business using the integrated systems that empower our One Centuri Vision, with an emphasis on sustainably scaling our enterprise. Much of the work discussed represents the strategic actions we have taken to strengthen our business and ensure we are prepared to meet this century's greatest energy challenges and opportunities.

By aligning our strategy, operations, and culture around a shared purpose, we are creating a more connected enterprise capable of serving our customers with greater consistency, scale, and flexibility. As we continue to improve our long-term sustainability, we are proud to share our progress and eager to continue this momentum in the years ahead.

Sincerely,

Ann Seiden
SVP, Communications, Marketing & Sustainability

“ By aligning our strategy, operations, and culture around a shared purpose, we are creating a more connected enterprise capable of serving our customers with greater consistency, scale, and flexibility. ”

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Centuri - Strategy

► Our Vision

To be the leader in safe, sustainable, high quality utility infrastructure services while meeting our commitments to our various stakeholders, including employees, customers, investors, and the communities where we live and work.

► Our Mission

To deliver value added solutions that sustain and enhance North America’s energy infrastructure through long term customer partnerships that combine local service delivery with the benefits of scale.

► Our Purpose

Connecting People to Power.

Vision One Centuri - Strategy



Protect & Deepen the Core

Build on our foundational strength & expand what we already do well.

- Maintain & grow work with current customers in current markets
- Win new MSAs and project work

Grow the Portfolio

Serve expanded markets & geographies and diversify our portfolio mix.

- Enter the electric transmission market in a more meaningful way
- Target geographic expansion in Southeast, Midwest, & Ontario
- Increase bid work

Sustainably Scale the Enterprise

Create the workforce, systems, operating discipline, and unified organization to support and sustain our growth.

- Build scalable, enterprise-ready talent acquisition and development capabilities
- Implement contract mix guardrails, project controls & capital discipline; drive fleet efficiency

Vision One Centuri - Enablers

One Centuri
Operating Model

Sales & Customer
Excellence

Margin & Capital
Discipline

Talent & Learning
Engine

► Company Overview



Who We Are

Centuri is a strategic infrastructure services company that partners with regulated utilities and energy providers to build and maintain the energy network that powers millions of homes and businesses across the U.S. and Canada.

Our capabilities include gas, electric, and underground infrastructure; distributed power and renewables; fabrication; storm response and restoration; traffic control; and data centers and industrial facilities.

Through an integrated operating model that combines local delivery with enterprise scale, Centuri’s diverse workforce of over 9,600 skilled professionals provides the expertise and commitment to meet the evolving needs of communities, technologies, and utilities in the 21st century.



ELECTRIC		GAS		CANADA	
Non-Union	Union	Non-Union	Union	Electric - Union	Gas - Union
 A Centuri Company	 A Centuri Company	 A Centuri Company	 A Centuri Company	 A Centuri Company	 A Centuri Company

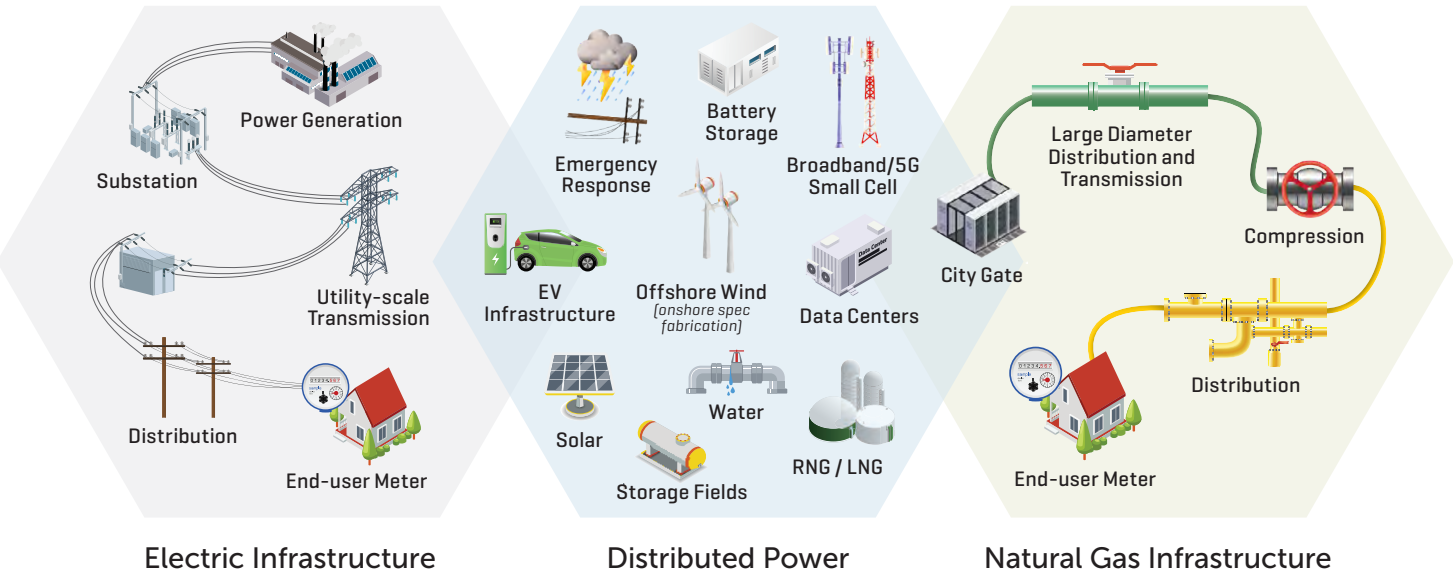


Who We Serve

As a long-term strategic partner of North America’s leading electric, gas, and combination utility and energy providers, we serve as an extension of our customers, delivering a wide range of infrastructure solutions that provide safe, reliable, and affordable power delivery. Core services include the replacement, maintenance, upgrading, and installation of electric and natural gas distribution and transmission systems.

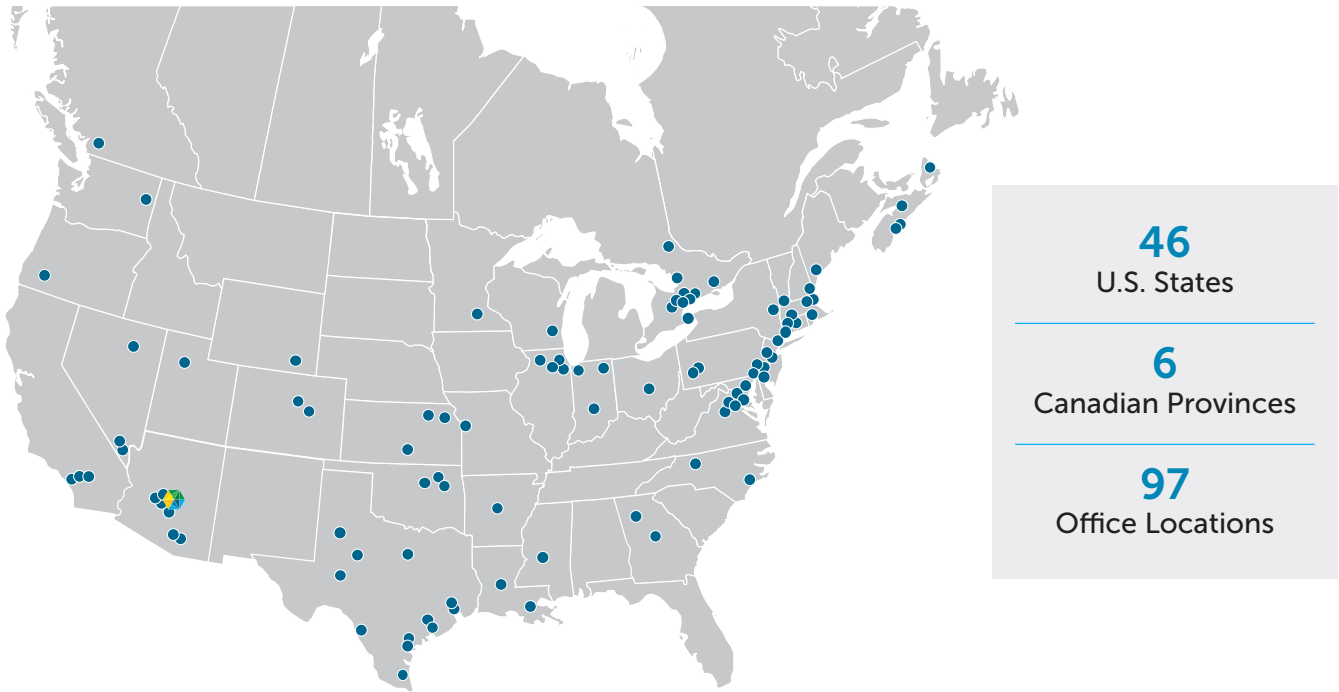
Centuri’s work portfolio extends from electric and natural gas systems to distributed power, small industrial, and next generation infrastructure solutions. Each project execution is designed to support growing energy demands while meeting customers’ operational and capital planning goals.

Serving the Energy Value Chain

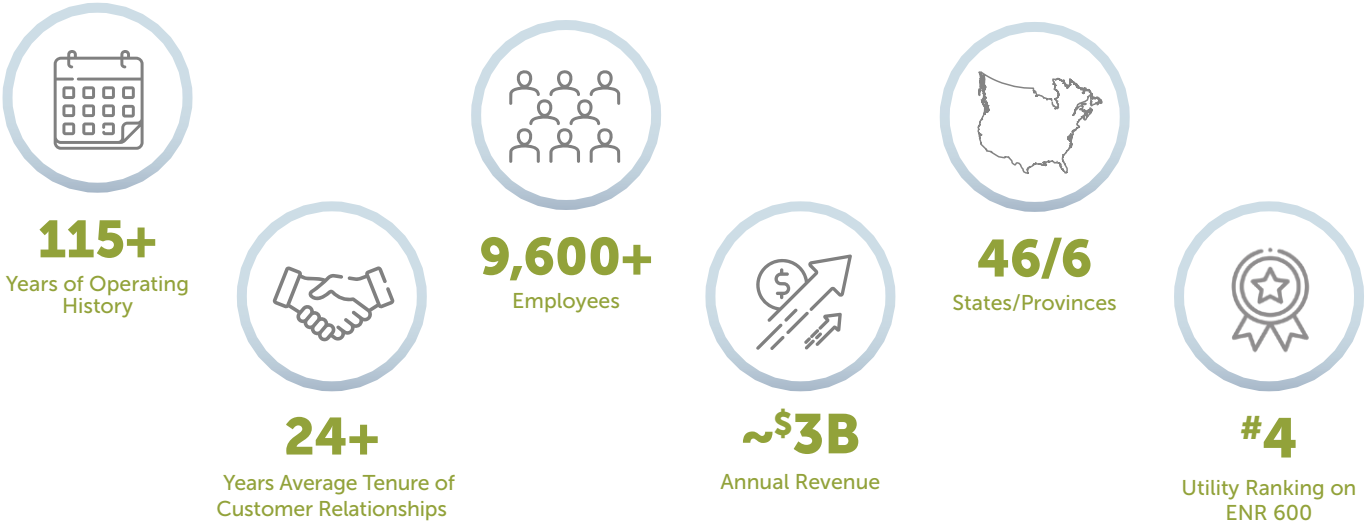


Where We Work

Centuri’s people, equipment, and support are strategically positioned across North America, operating in 46 U.S. states and 6 Canadian provinces.



By The Numbers



Notable Awards

The awards listed below recognize our commitment to excellence across our enterprise.



Sustainability Framework



Sustainability Mission Statement

At Centuri, we define sustainability as the proactive practices and actions we undertake to ensure the health and longevity of our business that align with our stakeholders' priorities, including those of our employees, customers, investors, and community partners.

Guiding Principles

In 2026, we refreshed our sustainability framework language to better align to and reflect our long-term strategy. What has not changed is our belief in thinking ahead, looking forward 100 years, and our commitment to creating value that endures over time. We advance sustainability through six principles that guide our business and ensure we deliver high-quality services to our customers and enduring value to our stakeholders.

We believe in thinking ahead, in looking forward 100 years, and in being committed to systems that endure over time.



Guiding Principles



Safety | Accountability

The safety of our workforce and the stakeholders we serve is at the core of everything we do. It is grounded in a culture of continuous improvement built over more than 115 years of operating history. Every decision we make, project we deliver, and process we deliver begins and ends with an unwavering commitment to safety.



Quality | Customers

Our customers rely on Centuri to apply our knowledge and expertise—ensuring that projects are completed on time, meet stringent standards, and benefit the communities they serve. Quality is in the work we deliver and in the processes we follow to get there. It is built into everything we do to ensure we are doing things the right way every time.



Employees | Teamwork

Our workforce – their knowledge, skill, and dedication – is the greatest asset we have. We are committed to building a workforce pipeline that grows with our customers’ evolving needs. Our commitment to safety is matched by our investment in our people. When our employees succeed, our customers succeed, and the communities we serve grow stronger.



Community | Responsibility

As an extension of the customers we serve, the strength of our relationships with the communities in which we operate is central to our business. We support local organizations, hire locally, and develop local workforce pipelines that strengthen the communities for the long term. Supplier diversity, community investment, and local partnerships are not afterthoughts, they are integral to how we show up every day.



Economy | Efficiency

We are committed to supporting the communities and markets our companies serve by creating meaningful work opportunities, supporting local businesses, and contributing to economic vitality across North America. As we enter new markets strategically, we bring enterprise capabilities that support local economies and help our customers bring affordable energy to the homes and businesses that depend on it.



Environment | Stewardship

As stewards of the environments where we work and live, we are committed to maintaining and protecting the air, land, and water systems of every community we enter. While supporting our customers and meeting the growing demand for energy with greener capabilities, we understand that the future of energy relies on innovation and continuous improvement. Centuri brings strategic thinking and technical expertise to help our customers plan and execute clean and effective solutions to their unique energy challenges.

Key Performance Indicators

We track and report progress for 15 quantitative Key Performance Indicators (KPIs). Each year we measure our progress, which you can review in the appendix of this report.

UN Sustainable Development Goals

Our sustainability approach includes alignment with the United Nations Sustainable Development Goals (UN SDGs), considered the global blueprint for a sustainable future. We focus on the SDGs that are most pertinent to our enterprise and where we can make the greatest impact. An appendix at the end of this report maps our activity to the select SDGs below.

SDG	Our Impact	Metrics*
	Philanthropic support, storm damage restoration, strict adherence to safety protocols, and creation of clean energy infrastructure help to maintain and improve the health and well-being of the people and our host communities.	- Over \$1 million in community outreach and investment. - Achieved a Total Recordable Incident Rate (TRIR) 44% lower than BLS safety benchmark. - Achieved a Days Away, Restricted, or Transferred (DART) rate 67% lower than BLS safety benchmark. - Standardized our approach to the pre-job brief, launched the Energy Wheel App, and received a safety score of 4.17 out of a possible 5.
	Construction of RNG facilities and pipelines, offshore wind infrastructure, CHP steam plants, and BESS storage systems all help to improve the ecology and economics of energy production and distribution.	- Portfolio includes four RNG projects; two successfully completed between 2024 -2025, and two additional projects in development. - New 100 MW wind farm in Nova Scotia, supporting Canada’s Net Zero 2050 goals. - Serving as primary EPC contractor for Texas Resiliency Program, a three-year initiative focused on strengthening grid reliability across Texas. - New fabrication shop in Greenwood, MS will help meet unprecedented energy demands with advanced capabilities, modern fabrication technologies, and enhanced industry certifications.
	Centuri projects bring high-paying jobs often to underserved regions. Additionally, the infrastructure we help to create powers job-creating enterprises throughout the community.	- In 2025, we hired 1,000 employees across 46 U.S. states and 6 Canadian provinces. - U.S. Department of Labor (DOL)-approved, four-year Lineman Apprenticeship Program has 514 program participants with 78 graduates. - Power and Utility Line Work Program inaugural cohort of 30 students commenced program in Canada. - Nicor Gas Academy has graduated 12 cohorts, totaling 283 participants with 86% of the graduates coming from diverse backgrounds.
	Our offshore wind, RNG, BESS, CHP, and other infrastructure projects all represent the latest technologies for clean power generation and storage. Construction techniques like HDD drilling and environmental matting provide environmental protections.	- Delivered the full electrical scope for a 100 MW wind farm in Nova Scotia, one of the first wind farms developed under Nova Scotia’s Rate-Based Procurement Initiative. - As extreme weather becomes more frequent, we play an essential role in grid strengthening across North America through projects like the Texas Resiliency Program. - Constructing a new anaerobic digester facility in New Jersey that will be one of nation’s largest food waste-to-RNG facilities, helping advance the state’s clean energy transition. - From landfills to agricultural waste, some of our largest forms of refuse can become productive forms of natural gas.
	Essential gas and electric infrastructure helps improve the livability and viability of cities while providing connectivity and access.	- Replace aging, high-pressure natural gas pipes throughout the state of Utah, totaling over 1.4 million linear feet of pipe installed. - Performing natural gas pipeline replacement across Mid-Texas region serving more than 1.8 million customers. - Completed more than 103 miles of rebuild for the Texas Resiliency Program. - Executed a complex, multi-phase boiler and chiller plant replacement project in Atlantic City, NJ.
	Whether steam, wind, renewable and liquefied natural gas, or the latest battery storage systems, the cleaner power sources we help our customers harness represent a reduction in utility emissions and more sustainable energy investments going forward.	- Portfolio includes four RNG projects; two successfully completed between 2024 -2025 and two additional projects in development. - RNG facilities, wind farms, and associated infrastructure vital for generating, transmitting, and utilizing renewable power all contribute to a cleaner, more sustainable, power-rich future.

*Metrics are both qualitative and quantitative and reflect 2025 statistics where applicable.

Stakeholder Engagement

Fostering trust-based relationships with our customers, employees, investors, and communities is of critical importance. We achieve this through regular dialogue, listening with intention, and creating forums where we can discuss shared challenges and opportunities. The result is open knowledge sharing and collective identification of action areas that are of mutual benefit. The chart below highlights our commitment to ensuring that employees, customers, communities, investors, and suppliers all have a voice in shaping our approach to sustainable business practices.

EMPLOYEES

- Q All-Employee Townhalls
- Q Centuri Connection
- Q Centuri Source, an employee magazine
- Company Intranet
- Culture & Volunteer Committees
- Employee Resource Groups (ERGs)
- Great Place To Work Team
- Industry and Media Report
- Learning & Development Opportunities
- Regular Internal Communications

CUSTOMERS

- A Centuri Customer Executive Forum
- A Centuri Operations Roundtable
- Centuri Website
- Centuri and Operating Company Social Channels
- Industry Conferences
- Performance Scorecards
- Subcontractor Management
- Sustainability Assessments

COMMUNITIES

- Charitable Contributions
- Company-Community Partnerships
- Employee Volunteerism
- Recruiting Events

INVESTORS

- A Reports
- Q Earnings Calls
- Q Shareholder Outreach and In-Person Engagement
- Conferences
- Investor and Analyst Calls
- Investor Relations Website
- Press Releases

SUPPLIERS

- Conferences
- Contractor Management System
- Utility Services Partner Alliance Charities

A: Annual | Q: Quarterly | ○: Ongoing

Corporate Governance

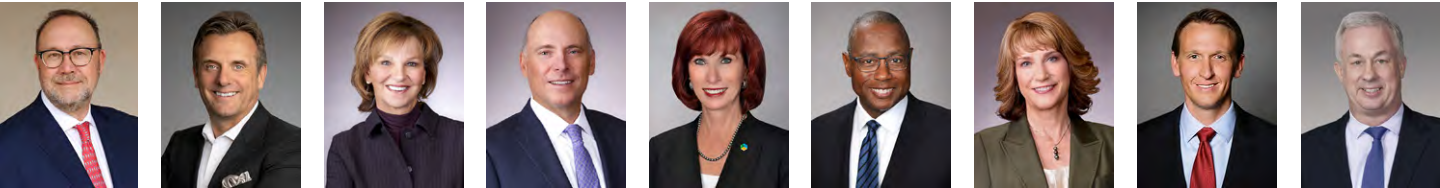


Board Composition

Centuri Holdings, Inc. Board of Directors

Our Board of Directors is composed of nine members with diverse expertise across the utility, energy infrastructure, and specialty contracting sectors, supporting Centuri’s continued growth as an independent public company. In November 2025, Dustin DeMaria, Senior Analyst at Icahn Capital LP, joined the Board as an independent director, bringing investment and capital markets experience. In March 2026, specialty contracting executive Steven Nielsen was appointed as an independent director. Together, these additions enhance the Board’s depth of expertise and strategic oversight.

Centuri’s Board of Directors is responsible for governing the company’s long-term sustainability strategies, with direct oversight from the Board’s Nominating and Corporate Governance Committee. Executive leadership for sustainability is under the CEO and the SVP Communications, Marketing & Sustainability.



Christopher Krummel

Christian Brown

Anne Mariucci

Andrew Evans

Julie Dill

Charles Patton

Karen Haller

Dustin DeMaria

Steven Nielsen

★Independent Board Chair ★Independent Board Member



Board of Directors Committee Participation

Board Member	Audit Committee	Compensation Committee	Nominating and Corporate Governance Committee
Christopher A. Krummel	●		●
Christian Brown			
Anne L. Mariucci		●	○
Andrew W. Evans	●	○	
Julie A. Dill	○		●
Charles R. Patton	●	●	
Karen S. Haller			
Dustin DeMaria			●
Steven Nielsen	●	●	

○ Committee Chair ● Committee Member
Complete bios and board committee information is available on investor.centuri.com.

Internal Controls and Risk Management

Centuri continues to strengthen its Enterprise Risk Management (ERM) practices to support informed decision-making and long-term value creation. Oversight of key risks remains a core responsibility of executive leadership and the Board of Directors, with regular updates provided on risk exposure, mitigation strategies, and emerging trends.

In 2025, Centuri completed a third-party risk assessment to enhance the maturity of its risk management approach. The results are being incorporated into the ERM program, including the integration of newly identified risks into ongoing monitoring and mitigation processes. Since our last report, Centuri also advanced risk and governance practices by enhancing financial transparency, including expanded reporting of base revenue and more timely communication of commercial awards. These efforts improve visibility in business performance and support stronger stakeholder confidence. To further enable efficient risk management, Centuri leverages Workiva, a cloud-based platform that supports streamlined risk identification, analysis, and reporting, providing greater visibility and alignment with business priorities.

In addition, in early January 2026 we completed a climate risk assessment. The identified risks will be integrated into the next update of our ERM matrix and where appropriate disclosed through our 10-K and relevant filings. Responsibility for climate-related risks remains with the Senior Vice President of Communications & Sustainability, who oversees target setting and monitors progress against climate-related goals. We also continue to reinforce our internal control environment in alignment with the Sarbanes-Oxley Act and applicable listing requirements through ongoing control enhancements, self-assessments, and quarterly certifications.

Our ongoing ERM efforts improve visibility in business performance and support stronger stakeholder confidence.

Strengthening Governance Through Enhanced Board Oversight

As the company anticipates diversifying its work mix to include more bid projects, we recently implemented a Board-approved Delegation of Authority (DOA) to further corporate governance and disciplined risk management. The guidelines establish clearer requirements for contract approvals using criteria such as project risk and potential business impact. It further enhances accountability by defining clear decision-making responsibilities across the enterprise while requiring additional Board oversight for projects meeting a particular risk threshold. In addition, the DOA expands Board oversight for executive salaries, requiring their approval for certain critical executive-level employment agreements.

Policies and Procedures

Centuri maintains a comprehensive framework of governance policies and procedures designed to promote ethical conduct, regulatory compliance, and responsible business practices across all operations. These policies are reviewed regularly and updated to reflect evolving legal requirements, industry standards, and stakeholder expectations.

All governance-related policies are accessible to employees through the Company’s intranet, ensuring transparency and ease of reference. The Company’s Code of Business Conduct and Ethics (“the Code”) serves as the foundation of this framework. The Code is distributed annually to all employees requiring they acknowledge and certify their understanding and compliance.

Key Governance Policies Include:

- » Anti-Corruption Policy
- » Centuri Code of Business Conduct and Ethics
- » Centuri Vendor Code of Conduct
- » Centuri Environmental Commitment
- » Centuri Sustainability Commitment
- » Clawback Policy
- » Corporate Governance Guidelines
- » Discrimination and Harassment Policy
- » Employee Code of Conduct
- » Employee Handbook Inclusion and Diversity Statement
- » Human and Labor Rights Policy
- » Insider Trading Policy
- » Related Persons Transaction Policy
- » Stock Ownership and Stock Retention Policy
- » Whistleblower Policy

Together, these policies establish clear expectations for integrity, accountability, and ethical decision-making, reinforcing Centuri’s commitment to strong corporate governance and long-term value creation.

See comprehensive policies at: <https://investor.centuri.com/governance/governancedocuments/default.aspx>



Code of Business Conduct and Ethics

Centuri’s Code of Business Conduct and Ethics (“the Code”) establishes the standards for integrity, accountability, and ethical decision-making across our organization. It outlines expectations for employee conduct and reinforces our commitment to responsible engagement with stakeholders.

We support a speak-up culture through our EthicsPoint Helpline, a confidential, independently managed channel for reporting concerns. In 2025, we enhanced access to the helpline with a more user- and mobile-friendly platform. To further strengthen awareness, we also introduced a quarterly compliance newsletter highlighting key topics and emerging risks.



Cybersecurity and Artificial Intelligence

Given the proliferation of Artificial Intelligence (AI), the Company is focused on both responsible AI adoption and accountability through the application of sound governance fundamentals. The emphasis is on improving our risk posture, both through the addition of new tools and services and maturing our existing capabilities.

Business Email Compromise (BEC) remains a critical area of focus as tactics and techniques for advanced malicious activity become increasingly sophisticated. Centuri has enhanced its BEC capabilities via existing partnerships that leverage AI and increase the effectiveness of protection, detection, and response capabilities. These improvements will better facilitate our ability to protect our enterprise and our customers against emerging email-based threats, including those facilitated through the malicious use of AI.

As the demand for AI functionality increases throughout the workforce, our cybersecurity team endeavors to limit the risks associated with sensitive data exposure. Understanding that governance is key to successful risk mitigation, Centuri has established an AI Steering Committee to aid in the adoption and utilization of AI resources in both a controlled and coordinated manner. The Cybersecurity team is a key participant and will ensure alignment of guardrails and control capabilities for securing internal AI usage across the enterprise, as well as the adoption of acceptable tools.



Centuri has established an AI Steering Committee to aid in the adoption and utilization of AI resources in both a controlled and coordinated manner.

Project Management Office (PMO)

Increasing our delivery of project work while minimizing business risk creates a scalable foundation for sustainable growth. To do so we have initiated an enterprise-wide Project Management Office (PMO), led by a seasoned utility and energy executive that will strengthen project execution, identify efficiencies, and improve execution predictability across our entire project portfolio.

The PMO serves to standardize project management processes, performance reporting, forecasting, and risk management practices. This structured approach will support risk identification and mitigation, enhance resource allocation and decision-making, foster an environment of consistency and best-practice sharing, and strengthen overall accountability. The goal is to ensure projects are executed and delivered in alignment with our Vision One Centuri strategy while assuring the best possible outcomes for Centuri customers and strong returns for shareholders.





Centuri statistics for DART and TRIR regularly outperform the standards set by BLS

Through May 2026

Achieved a TRIR
44% lower than BLS
safety benchmark

Achieved a DART rate
67% lower than BLS
safety benchmark

► Safety

Safety, Health, and Well-Being

At Centuri, safety is much more than a guiding principle. Keeping employees and community members safe guides every decision we make—every day and on every job site.

To help foster a zero-harm culture, people-led initiatives, programs, and policies form the foundation of enterprise-wide safety efforts. Industry best practices, processes, systems, and essential behaviors are rooted in scientifically backed research that guides our safety program development and policymaking.

Tracked Indicators of Safety Performance

We focus on proactive risk management through the implementation of leading indicators such as on-time incident reporting, Good Catch/ Near Miss, and quantifiable leadership engagement in field visits and audits. These metrics, along with the creation of a standardized dashboard that provides leadership visibility to key leading indicators, now allow us to review key lagging and leading indicators in near real-time. The dashboard is shared with leadership weekly and monthly and includes traditional safety metrics, including Total Recordable Incident Rate (TRIR), Days Away Restricted or Transferred (DART), Preventable Vehicle Accident Rate (PVAR), and First Aid Rate (FAR).

Proactive risk management metrics, and a standardized dashboard, provides leadership visibility to key leading indicators.

Energy-Based Serious Injury and Fatality (SIF) Prevention

Centuri has significantly increased our emphasis on energy-based hazards, built around the continuous improvement cycle of Plan, Do, Check, and Adjust:

 PLAN	This includes project-specific safe-work plans, conducting energy-based pre-job safety meetings, performing crew-led, high-quality pre-job briefs, and identifying critical controls before work begins.
 DO	This includes field tools such as the Energy Wheel App, launched in 2026 as an in-app, interactive tool for field-based teams; verifying critical controls before starting work, teaching and empowering stop-work authority, and conducting supervisor safety observations.
 CHECK	Monitoring performance through energy-based safety observations, critical control verification audits, SIF and PSIF reviews, and pre-job quality reviews.
 ADJUST	Continuously strengthening the program by updating life-critical standards, improving processes, conducting company-wide SIF learning reviews, and sharing lessons learned.



Pre-Job Briefs

In 2026, Centuri standardized our approach to the pre-job brief using a structured, research-driven method that leverages a scientifically backed process from the Construction Safety Research Alliance (CSRA). The result is a repeatable, high-quality pre-job brief that encourages crew-led conversations that focus on minimizing exposure to significant injury and fatality (SIF)-level hazards. A comprehensive rollout included a dedicated video on the new, standardized high-quality pre-job safety meeting guide along with online training.



Policies and Programs

Guiding policies and programs provide our organization with a standardized approach and expectations. At Centuri, these include but are not limited to Live Safe Rules, EHSQ absolutes, issues escalation, root cause analysis, real-time reporting, and subcontractor pre-qualifications.



Industry Partnerships

Centuri believes the power of partnership is the optimal way to elevate safety performance through the sharing of best practices and performance benchmarking.

Industry associations include:



AWARD-WINNING LEADERSHIP



Deebiga Rajendran

In 2026, NPL Canada’s Deebiga Rajendran was recognized by Canadian Occupational Safety as one of Canada’s Top Women in Safety for 2026. As Manager of EHSQ&R Compliance & Claims, Deebiga plays a vital role in guiding our teams through complex regulatory environments, strengthening our compliance and claims systems, and mentoring the next generation of safety leaders. Her committed leadership shows that effective safety programs are built on accountability, empathy, and empowerment.



Mental Health

Construction workers are six times more likely to die of a drug overdose than employees in almost any other industry. Couple this with a suicide rate that is one of the highest of any profession, and you can understand why Centuri is placing greater emphasis on mental health awareness, overcoming stigmas and stereotypes, and emotional well-being. Efforts include incorporating a mental health check-in as part of our pre-job brief and promoting crisis hotlines and mental health support services, including our Employee Assistance Program with its online and telehealth resources.

Safety Surveys

Beginning in 2022, as part of a multi-year effort, Centuri commissioned a third-party to survey the entire enterprise and establish a safety culture baseline. In 2025, we captured sentiment from nearly 3,500 respondents across our U.S. gas business which indicated we are trending at the highest level attainable with a “very positive”, reflected by a score of 4.17 out of 5. Major strengths identified included access to training, safety as a clear top priority, and use of personal protective equipment. The survey identified greater opportunities for more consistent rewards and recognition, and we are evaluating systems for potential implementation.

2025 Safety Survey Results

3500
Responses

4.17 Score*
Very Positive

**Major
strengths
identified**

- Access to training
- Safety as a clear top priority
- Use of personal protective equipment

*4.17 out of 5, scale of 1 to 5.

In-Cab Cameras

Centuri employees utilize a fleet management platform that uses AI-powered cameras, GPS tracking, and connected sensors to enhance safety, efficiency, and sustainability through real-time vehicle monitoring. Launched in 2023, with 100 percent of our fleet installed telematics, we completed the final phase of installation to now include dashcams. A tiered rollout has begun with dashcams installed in approximately 40 percent of the enterprise fleet with an anticipated completion in late 2026. As a result of the deployment, we have seen improvement in six categories: crashes, distracted driving, harsh driving, policy violations, speeding, and traffic and signals.

The program is already delivering measurable results, including improved driving behaviors and valuable documentation when incidents occur.

► Fleet



Strategic Fleet Management

With over 13,000 pieces of equipment, Centuri’s owned fleet represents our largest and most critical physical asset. The impact of this resource on our business success is second only to our dedicated workforce. Effectively managing it will be a major driver in our ability to sustainably scale and grow.

In August 2025, Centuri appointed a seasoned industry executive to oversee the transformation of our approach to fleet. With a focus on advancing a disciplined capital allocation strategy, Centuri is working toward a 50/50 mix of owned and leased assets to provide maximum equipment flexibility and improve cash flow generation. As part of this goal, we accelerated a component of our strategic fleet optimization initiative in the fourth quarter of 2025. This included increasing the proportion of fleet maintained under long-term leases through successful sale-leaseback transactions on owned assets and initiating hundreds of long-term equipment leases.

Effectively managing our fleet and equipment will be a major driver in our ability to sustainably scale and grow.



Strategic Fleet Management (cont'd)

Four primary workstreams form the foundation of our fleet management effort going forward: a single-source asset classification system, a standardized framework for equipment costs, consistent measurement of asset utilization across the company, and consistent, accurate reporting of fleet performance. Together, we expect these improvements to result in more effective equipment allocation, reduced underutilization, extended asset life, and more efficient fuel consumption and maintenance practices.

Centuri's long-term fleet strategy will enhance our fleet management flexibility, optimize our ability to deploy resources across operations, and leverage our company's size, scale, and buying power. Upgrading our fleet management capabilities is critical to delivering operational excellence, serving customers effectively, and creating long-term shareholder value.

The Foundation of Our Fleet Management System

- ▶ A single-source asset classification system
- ▶ A standardized framework for equipment costs
- ▶ Consistent measurement of asset utilization across the company
- ▶ Consistent, accurate reporting of fleet performance

Our People



Workforce Development

The U.S. is facing unprecedented demand for new and modernized infrastructure. Skilled trades are not only the backbone of the country's ability to deliver that infrastructure but also spur job creation that creates generational opportunities that can lift entire communities.

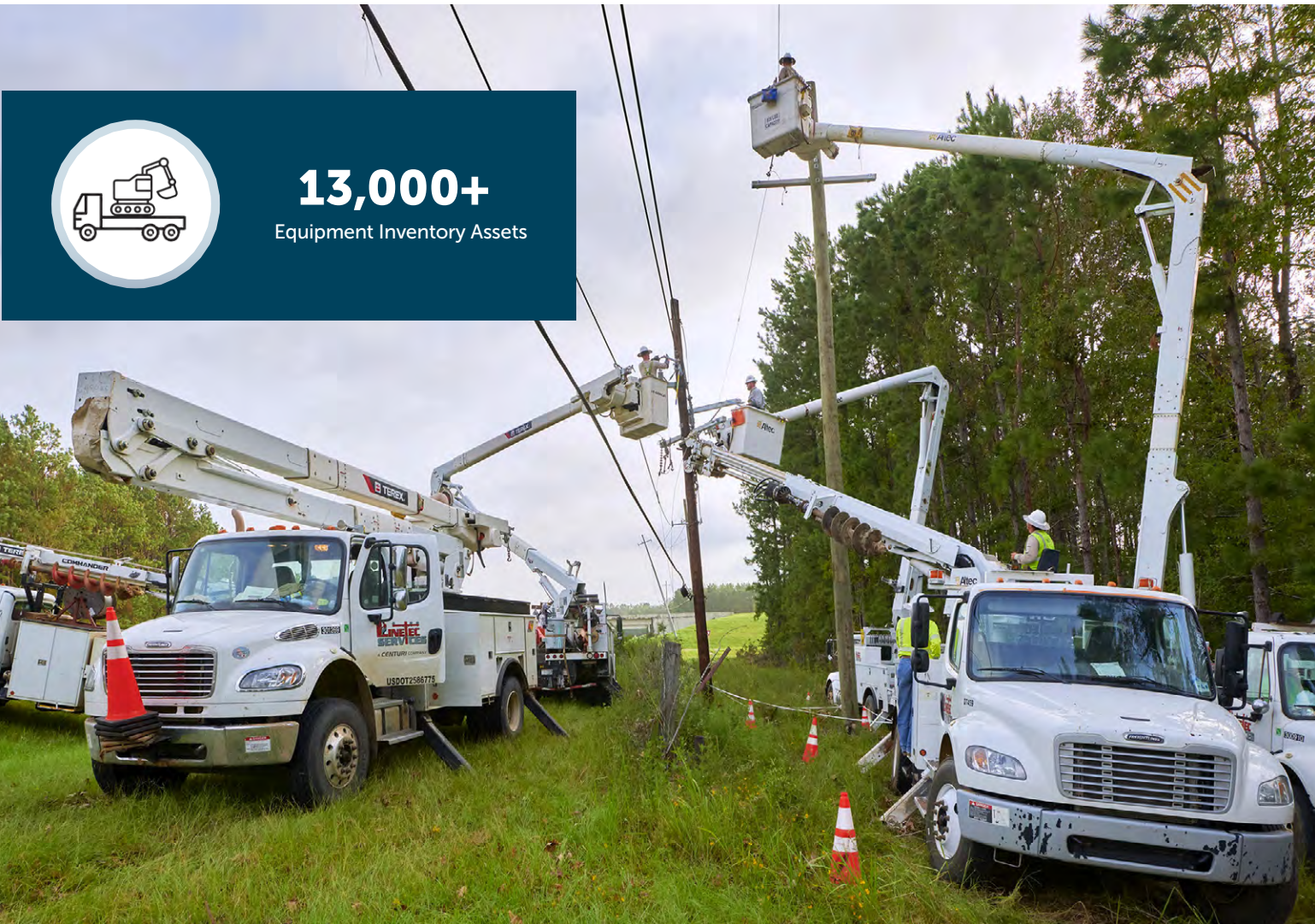
Centuri's greatest asset has and always will be our people, and the company is strongly committed to attracting, building, and retaining a highly skilled workforce. Now, as we actively work to deliver against our One Centuri Vision, we are looking to scale our employment programs and opportunities to match our stated growth objectives.

Centuri's Greatest Asset Has Always Been Our People

Scaling our employment programs and opportunities will match our stated growth objectives to Sustainably Scale the Enterprise.



Sustainably Scale the Enterprise



13,000+ Equipment Inventory Assets

Workforce Planning

The ability to cultivate and scale a highly-skilled workforce is essential to our enduring success and growth as an organization. Developing our workforce effectively begins with rigorous data collection. Through strategic planning and forecasting, Centuri is identifying both critical skill requirements and workforce mapping to ensure availability, inform hiring and training gaps, and optimize human resource allocation. This work objectively ensures we are not just ready for the present but prepared for the future. That intelligence directly shapes where we hire, what skills we develop, and how we sequence growth across our operating companies—translating data into decisions that keep our workforce aligned with the pace of infrastructure and customer demand.

In 2025, we hired 1,000 employees across 46 U.S. states and 6 Canadian provinces, and we continue to focus on strategic mobilization and planning for the future to better serve our customers.

Partnerships

Centuri works alongside federal, state, local, community, and university partners to strengthen skills training and encourage interest in our industry.

Examples of public-private partnerships include:

Apprenticeships

Centuri’s U.S. Department of Labor-approved (DOL), four-year Lineman Apprenticeship programs ensure our workforce possesses the necessary competencies. Apprentices receive 8,000+ hours of rigorous, safety-driven, skills-based training and, upon successful completion, receive a DOL Journeyman Certification and journeyman certificate. Today, we have 514 enrolled apprentices and 78 graduates.



Power and Utility Line Work Program in Canada

In partnership with Nova Scotia Community College, we have invested financial and human resources to launch a new Power and Utility Line Work program at the college’s new waterfront campus in Sydney, Cape Breton. Participants benefit from a combination of hands-on and classroom training in pole climbing, electrical theory, equipment operation, and safety procedures. After earning their certification, graduates can begin their pursuit of a career as a powerline technician. Those who continue and complete an apprenticeship program become eligible for the Red Seal Endorsement—Canada’s gold standard for skilled trades. In February 2026, the inaugural cohort of 30 students began the one-year program.



Partnerships (cont’d)

Civic Works/BGE Workforce Collaborative Program

Together with Civic Works, Inc. and the Baltimore Gas and Electric Workforce Collaborative Program, we are supporting employment pathways for the next generation of utility infrastructure professionals. Through this program, unemployed and under-employed community members are connecting to family-sustaining careers, helping strengthen both local workforces and communities. In May, the program celebrated its 500th graduate.



In May, the program celebrated its 500th graduate.

Nicor Gas Academy

A six-week, 120-hour job readiness program, this public-private partnership prepares a diverse pool of individuals for entry-level positions within the utility sector, with a focus in natural gas. The blended curriculum ensures a comprehensive understanding of industry fundamentals, with a strong emphasis on safety protocols. Centuri has been instrumental to the program’s development and success providing safety introductions, career pathing, job shadowing, OSHA 10 certifications, hands-on training at our facility, HR and related hiring processes support, job specific overviews, inclusion initiatives, and career success stories from program alumni. To date, the academy has graduated 12 cohorts, totaling 283 participants. Notably, 86 percent of the graduates come from diverse backgrounds.



The Nicor Gas Career Academy prepares students for entry-level positions within the utility sector. With a robust variety of training, students are prepared for success in the gas utility industry.



Early Careers Pathways

Centuri is strongly committed to developing the next generation of industry talent. Achieving this requires collaboration at the primary, secondary, and collegiate levels.

Partnerships include:

Arizona State University Co-Op Program

Centuri’s participation in the W. P. Carey School of Business at Arizona State University’s Undergraduate Co-Op Program has been an important part of our efforts to engage early with high-achieving talent. In 2025-2026, we welcomed three business students for full-time, hands-on internship experiences across core functional areas.

Employee Spotlight Blanca Gonzalez Osorio

A 2025 participant in Centuri’s inaugural Arizona State University Co-Op Program, Blanca Gonzalez Osorio is a Marketing and Business Data Analytics graduate. She converted to a full-time hire upon graduation in May 2026, joining the organization’s Marketing and Communications function where she leads programs in support of the company’s commercial and people priorities.

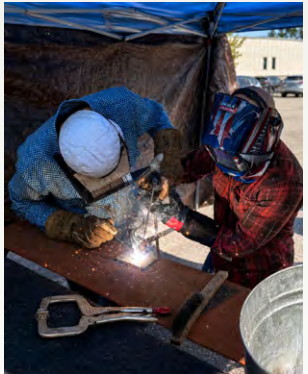


High School and Community College-Based Programs

Centuri actively partners with high schools and community colleges to build awareness of and access to careers in the skilled trades. These programs meet students where they are—in their own communities—providing firsthand industry exposure that can set the direction of a career. From introducing utility infrastructure concepts in the classroom to facilitating site visits and technical demonstrations, we are investing in the talent pipeline well before students enter the workforce.

70th NGA Gas Operations School

In June 2026, NEUCO participated in the 70th NGA Gas Operations School, delivering a hands-on welding class to 50 students. The program is one of the many ways Centuri fosters early industry interest.



Careers for Veterans

The discipline, technical proficiency, and mission orientation that define military service translate directly into skills our industry demands. Centuri has built a deliberate infrastructure to capture that talent—and to support it. Through partnerships with the Department of Defense, the U.S. Chamber of Commerce’s Hiring Our Heroes Fellowships, and Job Corps, we provide transitioning service members and military spouses with structured pathways into utility careers, including internships, apprenticeships, and formal mentorship.

Our commitment goes beyond access: to date, we have achieved a 100 percent conversion rate from military internship to full-time employment—a result that reflects not just strong program design but also the quality of the candidates we attract and the culture they find when they arrive. That commitment extends beyond the workplace: in 2026, the WE-VETS ERG sent members to the Veterans in Energy Conference in Washington, D.C., where they joined peers from across the industry to network, share best practices, and represent Centuri’s veteran community on a national stage.



We have achieved a **100% conversion rate** from military internship to full-time employment.

This reflects not just strong program design but also the quality of the candidates we attract and the culture they find when they arrive.



The Centuri Employee Resource Group, WE-VETS, is all about a workplace empowered by veterans. The primary focus is progression, career opportunities, and resources as a civilian and for our people who serve in the reserves.

Union Labor

Centuri approaches union labor engagement with a strong emphasis on local labor relationships, jurisdictional awareness, and early coordination with the applicable labor organizations supporting the project area. Prior to mobilization, we engage the appropriate local union representatives and halls to understand workforce availability, referral expectations, direct dispatch opportunities, applicable agreements, and any project-specific labor considerations associated with the region and scope of work. As part of the workforce planning process, we evaluate the appropriate balance between locally sourced labor, relocating experienced resources, and additional hiring needs required to execute the project safely and efficiently. This approach reflects our respect for the skilled tradespeople who power our projects and our commitment to being a responsible partner in every community where we operate. A significant portion of Centuri’s craft workforce is represented by union agreements, and those relationships are foundational to how we staff, schedule, and deliver work at scale.



Across every level of the organization, from field foremen to senior executives, we are expanding programming that builds capability, deepens engagement, and creates clear pathways for advancement.



Learning & Development

Attracting great people is only half the equation. Keeping them—and developing them into the leaders Centuri needs—is where our long-term investment is focused. Across every level of the organization, from field foremen to senior executives, we are expanding programming that builds capability, deepens engagement, and creates clear pathways for advancement.

Programs include:

Empower Edge Leadership Program

Entering its fourth cohort, Centuri’s Empower Edge Senior Leadership Program is a rigorous, comprehensive training program for executives and senior leaders based on the principles of leadership master John Maxwell. Participants receive comprehensive executive coaching and leadership development, inspiring them to lead beyond their titles, exercise influence, and create a culture of leadership that propels Centuri forward. To date, the program has 55 participants.

We are continually refining the program based on feedback from each cohort and aligning the content to directly support organizational goals and objectives.



Empower Edge

- 55 | Program participants to date
- 23 | Participants in the 2025/2026 cohort
- 85% | Are still active employees
- 27% | Have received promotions

Foreman Academy

A structured, multi-day course designed to prepare for success as a foreman. Training topics include safety and quality, financial acumen, technical management, deliverability, and leadership. The Academy’s purpose is intentional: develop craft leadership before employees need to assume it, rather than waiting for a promotion to expose gaps.

Centuri invests in preparing high-potential craftspeople in advance—helping them make the transition from peer to supervisor, and from technical contributor to job site leader. Graduates are equipped to manage crews, hold job costs, and drive safety and quality outcomes with both the technical command and the people skills the role demands. The content has been updated to ensure this legacy program continues to meet the demand and needs of the ever-changing utility and regulatory environment.

Manager Learn and Connect

Launched in 2025, Manager Learn and Connect sessions are designed to support leaders’ ability to address the challenges and complexities that come with the responsibility of leading people. These sessions offer a unique opportunity to connect with peers, share experiences, and gain insights on relevant topics. Topics span people management fundamentals, employee relations scenarios, performance development, and navigating organizational change. Sessions are facilitated in small cohorts to encourage candid dialogue and peer accountability. Launched with Centuri leaders across all levels of the organization, the program is now expanding through field HR partners to reach managers and supervisors across each operating company—ensuring consistent leadership capability is developed wherever our work is performed. Three additional sessions are planned for the remainder of the year.

Fostering a Culture of Inclusion

Employee Resource Groups

Centuri supports connection and professional growth through four employee-led groups: Be Well Mind & Body, CommUNITY, WE-VETS, and WELD, each with a distinct mission and mentorship pathway.

 BE WELL MIND & BODY Mental Health	Be Well Mind & Body creates space for candid conversations about mental health while equipping employees with practical resources and peer support.
 COMMUNITY Bridging Workforces And Communities	CommUNITY drives workforce inclusion through intentional professional development, cross-company networking, and community investment.
 WE-VETS Workplace Empowered Veterans	WE-VETS channels the strengths of military service into career advancement, connecting veteran employees with opportunities, resources, and a community that understands their experience.
 WELD Women Engaged in Leadership Development	WELD builds the next generation of women leaders at Centuri through mentorship, skill development, and a network that opens doors across our operating companies. Together, these groups extend Centuri's commitment to a workplace where every employee can grow, contribute, and belong.

Employee Support Programs

Centuri Scholarship

Since 2020, the Centuri Scholarship Fund has awarded funds to children of employees pursuing college, university, trade, or technical school. Each year, the company awards ten scholarships valued at \$5,000 each to eligible students of employees from all Centuri companies in the U.S. and Canada. To date, the program has awarded \$275,000 to children of company employees.

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Making a Difference in Hopeful Lives
Letter from Scholarship Recipient

Dear Benefits Team,

I am honored to be one of this year's recipients of the Centuri Group Scholarship. I want to personally thank each of you for helping make it possible for me to pursue my dream of furthering my education at The University of Oklahoma, in hopes of one day becoming an Anesthesiologist. I worked so hard in school with my dream of becoming Valedictorian, and I appreciate so much that my efforts have been recognized. Receiving this scholarship gave me proof that all of my hard work was worth my time and dedication. My heart dropped with excitement and relief when I opened the email confirming I received this scholarship.

I am truly grateful for the scholarship support. This scholarship will allow my focus to be more on my studies and educational opportunities rather than the cost that comes along with it. Thank you so very much for your support and generosity.

Sincerely,
Kylie Y.

Educational Reimbursement



Centuri's Educational Assistance Program provides employees with financial assistance covering 50% of tuition costs for regular, full-time employees and 35% for part-time employees up to the maximum reimbursement allowable by the IRS.

Employee Care Fund

The Centuri Employee Care Fund provides emergency financial assistance to employees facing hardship due to unforeseen circumstances, including natural disasters, serious injuries, or catastrophic events. Funded by employee contributions, the Care Fund reflects our genuine commitment to the support and well-being of our fellow team members. In 2025, the fund provided \$42,926 in financial aid and \$599,917 to date.

Employee contributions support the Care Fund and reflect our genuine commitment to the support and well-being of our fellow team members.



Centuri Employee Care Fund

- ▶ A program supported by employees, benefiting employees
- ▶ Contributions distributed to employees facing financial hardships due to
 - Natural disasters
 - Serious injuries
 - Catastrophic events

Over \$42,000 in Financial Aid Distributed in 2025.



Employee Support Programs

Retention and Employee Experience

Centuri’s investment in people extends beyond programs and benefits—it encompasses the day-to-day experience of working here. We measure employee engagement through regular listening mechanisms, using those insights to identify what is working, where we need to improve, and how we show up for our teams through periods of organizational change and growth. Retaining skilled craft and professional employees is a strategic priority: the cost of turnover in a specialized, safety-critical workforce is measurable, and the institutional knowledge our people carry is irreplaceable. Our retention strategy is built on competitive total rewards, visible career pathways, strong frontline leadership, and a culture where people feel they belong and that their contributions matter.

Retaining skilled craft and professional employees is a strategic priority.

Operations Update

New Mississippi Fabrication Shop Marks Major Investment in Local Growth

On June 10, 2026, Centuri celebrated the opening of our new, 70,000 square-foot fabrication shop in Greenwood, Mississippi. Over 100 guests explored the new facility and learned how our presence will provide tangible benefits both locally and regionally. The event offered a powerful moment, exemplifying what’s possible when organizations come together to power growth and provide opportunities through direct investment.

Located on a historical industrial site, this new facility will help meet unprecedented energy demands with advanced capabilities, modern fabrication technologies, and enhanced industry certifications. These refinements will ensure more efficient delivery of high-quality projects without compromising safety. The shop and the 40 well-paid jobs it brings represent not just an investment in a building but a commitment to people, local hiring, and workforce development. In addition to serving our growing customer base, it will support local businesses, strengthen supply chains, and create broader economic opportunities throughout the community.

The new Greenwood fabrication shop is a model example of what can be achieved when industry, government, and community partners join forces toward a shared vision. Working together with Mississippi state leadership, the town’s economic development association, and the state’s lead economic and community development agency, we can now unlock further value for our customers, our communities, and all those who invest in us.



Community



Investing in Our Communities

Centuri not only impacts the lives of countless energy consumers by safely delivering energy infrastructure services but also strengthens our communities through charitable giving, volunteerism, workforce training, and engagement in supplier diversity programs. These efforts create lasting partnerships and empower communities. Each year, we invest in causes that bolster community capacity and align with our customers’ regional strategies for giving back.

In 2025, Centuri Invested Over One Million in Local Communities.

From food collection to toy drives, Centuri is impacting local communities by organizing local events in support of the places we work and live.

Supplier Spotlight Perth Amboy Iron Works

Our commitment to supplier diversity extends to our supply chain. In 2025, we secured a minority stake in a New Jersey-based women owned business (WOB) that was a long-term partner to our local operating company. The firm, which delivers expert custom welding services and comprehensive capabilities across valves and automation, pipe and tubing, fabrication, and more, ensures we can meet our customers’ needs reliably and efficiently while building local capacity.



2025 Total Spend
\$280+ Million
with Diverse Suppliers

Community Giving

In 2025, we invested over \$1M in causes closely aligned to our customers’ missions. Furthermore, employees across our enterprise support initiatives that matter to them, their teams, and their local communities including advancing social and supporting economic initiatives that strengthen the communities where they live and work.



Book Drive – Lawrence, MA

Collected and donated 3,000+ books for Boys & Girls Clubs in Lawrence, MA; Fall River, MA; Portland, ME; and Manchester, NH, helping to foster learning across the communities we serve.





Annual Charity Fundraiser – MA

Raised \$23,000 then matched that amount dollar for dollar, bringing our total donation to \$46,000 to support the Dana-Farber Cancer Institute, the Jimmy Funds, and the Boys and Girls Club.





USPAC Quarterly Meeting – Naperville, IL

USPAC members packed 19,440 meals for children facing hunger worldwide.





Charity Golf Outing Benefiting CityTeam – Galloway, NJ

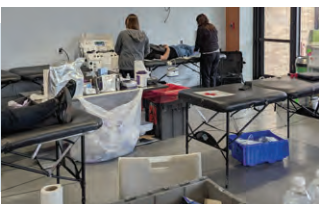
Raised over \$180,000 to support CityTeam which provides food, shelter, and life-changing programs for individuals and families in need.





Winter Blood Drive – Cherry Hill, NJ

Organized a winter blood drive in partnership with American Red Cross collecting 30 units of blood – enough to help up to 90 patients in need.





2026 Pats Run – Tempe, AZ

The Centuri team ran 4.2 miles in support of a cause that honors and uplifts the veteran community.





Toys for Tots Programs – NJ, NY, CT

Employees in the tri-state area came together to support their local Toys for Tots programs, helping ensure children in their communities have a brighter holiday season.



Alltricity Golf Tournament – Littleton, CO

Participated in a golf tournament where proceeds funded scholarships for students pursuing careers in the electric utility industry.



St. Jude Walk – Philadelphia, PA

Raised over \$10,400 for the St. Jude Walk bringing our seven year total to \$365,000.



Out of the Darkness Walk – IL

Joined the DeKalb County Out of the Darkness Walk to support suicide prevention and mental health awareness.



Thomas Edison High School Career Fair – VA

Provided real-life exposure to more than 200 students from Thomas Edison High School of Technology and Seneca Valley High School and discussed employment and apprenticeship opportunities.



Ride to Conquer Cancer – Toronto, Canada

Raised \$108,000 for our 13th annual Ride to Conquer Cancer, an epic two-day cycling challenge covering over 120 miles from Toronto to Niagara Falls.



Great Place to Work Team – Phoenix, AZ

Supported community and employee engagement through initiatives like water and clothes drives, street clean-ups, and an Angel Tree program.



Break the Silence - Step in My Shoes Walk – Canada

Participated in the Break the Silence - Step in My Shoes Walk in support of Yellow Brick House, raising \$7,264, and earning recognition as the event’s top fundraising team.



Breakthrough T1D Walk – Canada

Participated in the Breakthrough T1D Walk in support of Type 1 diabetes research and awareness.





On the job environmental management starts before construction begins and continues through operations.

► Environment



Supporting Clean Energy

In addition to our commitment to reducing our Scope 1 and Scope 2 greenhouse gas emissions by 25% by 2030, we are simultaneously delivering customers’ clean energy projects and helping governmental jurisdictions meet their stated targets. This includes construction of Renewable Natural Gas (RNG) systems, Battery Energy Storage Systems (BESS), and associated infrastructure vital for generating, transmitting, and utilizing renewable power. As extreme weather becomes more frequent, we also play an essential role in grid strengthening across North America.

On the job environmental management starts before construction begins and continues through operations. This includes implementation of environmental considerations in our planning before a job commences, with a focus on environmental and biodiversity protection and mitigation measures.



Environmental management starts before construction begins and continues through operations.

Supporting Clean Energy

Project Spotlights

Advancing Canada’s Net Zero Ambitions Through Renewable Energy Infrastructure

Completed in 2026, we delivered the full electrical scope for a 100 MW wind farm in Nova Scotia that will provide a significant source of clean, renewable electricity for the province. As one of the first wind farms developed under Nova Scotia’s Rate-Based Procurement Initiative, the project directly supports Canada’s Net Zero 2050 goals while strengthening the region’s transition to a more sustainable and reliable energy future.

Our teams executed all four major electrical scopes simultaneously, with more than 30 employees supporting the project at peak construction. Beyond delivering critical renewable energy infrastructure, the Canadian Wind Project generated local economic benefits through job creation and regional investment.



Strengthening Grid Reliability Across Texas

Through our non-union electric operations, we are serving as the prime engineering, procurement, and construction (EPC) contractor for the multi-year Texas Resiliency Program for a major electric utility, an effort focused on strengthening and modernizing critical electric infrastructure serving more than one million residents across South and West Texas. The program is delivering measurable improvements to the resiliency and reliability of the electric distribution system, including engineering to-date more than 8,100 structures across active feeders, replacing more than 5,100 utility poles, and completing over 103 miles of feeder rebuilds. The scope also includes targeted overhead-to-underground conversions and infrastructure upgrades designed to reduce service disruptions and strengthen system performance during severe weather events.



Project Spotlights

Delivering Renewable Natural Gas (RNG) Solutions

RNG continues to be a practical, lower-carbon energy solution that also supports lower-carbon targets while converting waste into a valuable resource. Centuri’s portfolio includes four RNG projects; two successfully completed between 2024 -2025 and two additional projects in development.

Today, we are actively constructing a new anaerobic digester facility in New Jersey where crews are responsible for the installation of more than 900 tons of structural steel, 70,000 feet of piping, 50,000 feet of insulation and heat tracing, and over 400 pieces of equipment. Bringing together teams across mechanical, electrical, scaffolding, insulation, painting, and carpentry, this facility will be one of nation’s largest food waste-to-RNG facilities, helping advance the state’s clean energy transition.

In addition, we are serving as the sole general contractor for a second RNG facility in New Jersey, with responsibility for the procurement of all major electrical and mechanical equipment, site work and civil construction, mechanical and electrical work, and management of the start-up and commissioning phase. Set for completion in 2027, this facility will capture and process landfill gas from the county’s existing landfill cells, treat it, and supply pipeline-quality RNG to a nearby natural gas service facility.



► The Way Forward

There is undeniable demand, and opportunity, associated with this once-in-a-generation energy boom. Our role as a leading North American utility and energy infrastructure services company strongly positions us to meet this demand responsibly, creating maximum benefit for all our stakeholders. Our commitment to sharing our opportunities and challenges transparently is part of our commitment to earning and maintaining the trust of those who partner with us. By orienting our business around sustainability, with an emphasis on sustainably scaling our enterprise, we can enhance operational performance, be future-ready for our customers, and deliver enduring value for all our stakeholders. We look forward to another 100 years of responsible service delivery.



Centuri

► Appendices

KEY PERFORMANCE INDICATORS

Below are the sustainability metrics that are outlined within this report. In 2025, we tracked and reported progress for 15 quantitative Key Performance Indicators (KPIs).

Topic		Unit of Measure	2019 baseline year	2021	2022	2023	2024	2025
World-Class Safety								
Safety								
Outperformed BLS Industry Comparison TRIR ^a				-43%	-50%	-34%	-43%	-44%
Outperformed BLS Industry Comparison DART ^a				-75%	-76%	-68%	-67%	-67%
Employee Training								
Training Courses Completed		Hours				27,360	49,815	37,386
Clean Energy								
Energy Consumption								
Scope 1 ^b		t/CO ₂	110,856	125,488	159,514	152,966	147,916	157,768
t/CO ₂ per mile			0.00177	0.00163	0.00158	0.00156	0.00152	0.00156
Scope 2 ^c		t/CO ₂	2,989	2,963	3,159	3,277	4,431	3,302
KW per Sq Ft			0.8661	0.8283	0.9061	0.8577	0.8495	0.8396
Water Consumption								
Gallons used at all office locations							9,734,944	7,951,774
Inclusion For All								
Workforce Composition								
Board Composition	Ethnicity (ethnic/racial diversity)					13%	14%	11%
	Veteran					0%	0%	0%
	Gender (female)					43%	43%	33%
Leadership Composition	Ethnicity (ethnic/racial diversity)					21%	19%	23%
	Veteran					6%	6%	6%
	Gender (female)					15%	14%	6%
Total Composition	Ethnicity (ethnic/racial diversity)					26%	23%	29%
	Veteran					2%	4%	4%
	Gender (female)					6%	7%	7%
Spend with Diverse Suppliers								
Total Annual Spend		USD				\$304,000,000	\$275,303,241	\$280,631,035
Percentage of Total Spend						25%	20%	19.5%
Empowered Communities								
Charitable Giving								
Total annual contribution to charitable organizations		USD				\$956,000	\$1,012,162	\$1,030,485
Employee giving (Care Fund) - Collected to date						\$567,000	\$556,991	\$599,917
Employee giving (Care Fund) - Awarded Annually						\$60,000	\$41,367	\$42,926

a- Percentage achieved lower than BLS safety benchmark.
b- Scope 1: Direct greenhouse gas (GHG) emissions that come from owned or controlled vehicles.
c- Scope 2: Indirect greenhouse gas (GHG) emissions that occur from purchased and used electricity, steam, heat, or cooling.

SASB INDEX

The Sustainability Accounting Standards Board (SASB) is an organization that sets independent standards to encourage the disclosure of relevant sustainability information to cater to the demands of investors. In the table provided below, you can find specific indicators from the SASB standards for the Engineering & Construction Services industry.

Topic	Accounting Metric	Category	Unit of Measure	Code	Response
Environmental Impacts of Project Development	Number of incidents of non-compliance with environmental permits, standards and regulations	Quantitative	Number	IF-EN-160a.1	0
	Discussion of processes to assess and manage environmental risks associated with project design, siting and construction	Discussion and analysis	n/a	IF-EN-160a.2	See addendum
Structural Integrity and Safety	Amount of defect- and safety-related rework costs	Quantitative	Reporting currency	IF-EN-250a.1	\$0
	Total amount of monetary losses as a result of legal proceedings associated with defect- and safety-related incidents	Quantitative	Reporting currency	IF-EN-250a.2	\$0
Workforce Health and Safety	{1} Total recordable incident rate ("TRIR") and {2} fatality rate for {a} direct employees and {b} contract employees	Quantitative	Rate	IF-EN-320a.1	{1} Direct employees: {a} TRIR: 0.81 {b} Fatality: 0.00 {2} Contract employees: {a} TRIR: 0.00 {b} Fatality: 0.00
Lifecycle Impacts of Buildings and Infrastructure	Number of {1} commissioned projects certified to a third-party multi-attribute sustainability standard and {2} active projects seeking such certification	Quantitative	Number	IF-EN-410a.1	{1} 0 {2} 0
	Discussion of process to incorporate operational-phase energy and water efficiency considerations into project planning and design	Discussion and analysis	n/a	IF-EN-410a.2	See addendum
Climate Impacts of Business Mix	Amount of backlog for {1} hydrocarbon-related projects and {2} renewable energy projects	Quantitative	Reporting currency	IF-EN-410b.1	1) Hydrocarbon-related projects: \$ 41,219,710 {2} Renewable energy projects: \$ 68,199,206
	Amount of backlog cancellations associated with hydrocarbon-related projects	Quantitative	Reporting currency	IF-EN-410b.2	\$0
	Amount of backlog for non-energy projects associated with climate change mitigation	Quantitative	Reporting currency	IF-EN-410b.3	\$0
Business Ethics	{1} Number of active projects and {2} backlog in countries that have the 20 lowest rankings in Transparency International's Corruption Perception Index	Quantitative	Number, reporting currency	IF-EN-510a.1	"{1} 0 {2} \$0"
	Total amount of monetary losses as a result of legal proceedings associated with charges of {1} bribery or corruption and {2} anti-competitive practices	Quantitative	Reporting currency	IF-EN-510a.2	{1} \$0 {2} \$0
	Description of policies and practices for prevention of {1} bribery and corruption, and {2} anti-competitive behavior in the project bidding processes	Discussion and analysis	n/a	IF-EN-510a.3	See addendum
Activity Metrics	Number of active projects	Quantitative	Number	IF-EN-000.A	Do not track
	Number of commissioned projects	Quantitative	Number	IF-EN-000.B	Do not track
	Total backlog	Quantitative	Reporting currency	IF-EN-000.C	\$411,441,186

SASB ADDENDUM

Addendum to the Engineering & Construction Services Sustainability Accounting Standard

- IF-EN-160a.2: Discussion of processes to assess and manage environmental risks associated with project design, siting, and construction.**
- The entity shall discuss the processes it employs to assess and manage the environmental risks associated with project siting, design and construction.**
The bulk of Centuri's work is project-based in a competitive bidding environment. During the RFP process, we evaluate the scope of the project and the relevant safety and environmental laws and requirements, along with necessary equipment, personal protective equipment ("PPE") and processes required to follow. Once the project starts, our Operations Safety function conducts field audits to ensure compliance, including environmental regulations as specified by the customer. .
 - The entity shall discuss the due diligence practices it employs to assess the environmental risks of projects, where relevant due diligence practices include environmental impact assessments and stakeholder engagement practices.**
As an extension of our utility customers, we operate under the environmental and construction procedure manual provided by the utility owner. Most environmental due diligence and any necessary permits required are obtained prior to our engagement with the project. Centuri's Operations Safety function and the utility owner regularly audit all environmental practices.
 - The entity shall discuss the operational practices it employs to minimize environmental impacts during project siting, design, and construction, which may include, but are not limited to: waste management, reducing impacts, emissions to air, discharges to water, natural resource consumption, and hazardous chemical usage.**
From the Centuri Code of Business Conduct and Ethics: "The Company is committed to protecting and conserving the environment. Employees are required to fully comply with all state and federal laws relating to the environment in the conduct of its business. All hazardous materials must be used, stored and disposed of properly and in accordance with applicable regulations. Employees must report, in accordance with company policies, all circumstances under which hazardous materials or wastes come in contact with the environment, are improperly handled or disposed of, or when a potential violation of law may exist."
 - The entity shall describe its approach to operating in compliance with all applicable environmental regulations and permits.**
Centuri's Operations Environment, Health, Safety and Quality function regularly conducts jobsite audits, which include a review of environmental compliance. This process is formalized in Centuri's Safety & Quality Audit Assurance Program. Centuri's Operations Environment, Health, Safety and Quality function provides employee training, which includes relevant environmental procedures via a Learning Management System. Examples of environmental trainings include: storm water prevention; sandblasting training; the proper use of PPE, etc..
 - The entity shall describe its approach to managing projects that have heightened environmental and/or social due diligence requirements or are expected to have significant adverse environmental and/or social impacts, including additional measures or policies it employs.**
In most cases of heightened environmental requirements, Centuri assigns a full-time safety representative to the jobsite. For these projects, the accountable Centuri operating company works closely with the utility customer to communicate any anticipated disruption or impact to the surrounding community or site, and coordinate with any other contractors on-site – for example, archaeological experts, asbestos removal experts, etc. When necessary, Centuri would also establish a unique set of construction plans to preserve the environment or surrounding native wildlife.
 - Where applicable and relevant, the entity shall describe differences between policies and practices for its different operating regions, project types and business segments.**
The major differences in policy for Centuri companies are between U.S. and Canadian governmental requirements.

- IF-EN-410a.2: Discussion of process to incorporate operational-phase energy and water efficiency considerations into project planning and design.**
- Assessing environmental risk mitigation in our field operations is a component of each project we undertake. Similarly, we consider energy and water efficiency considerations in our company facilities strategy.

IF-EN-510a.3: Description of policies and practices for prevention of (1) bribery and corruption, and (2) anti-competitive behavior in the project bidding processes. [Centuri policies and practices](#) for prevention of bribery, corruption and anti-competitive behavior are outlined in our Code of Business Conduct and Ethics in the sections listed below. The Code of Business Conduct and Ethics is updated and distributed on an annual basis to all employees and can be found on the Company's website.

Anti-Corruption – Working with the Government: The Company's Anti-Corruption Policy prohibits corrupt payments or promises to pay (a bribe) anything of value in order to influence, induce or secure an improper advantage in obtaining or retaining business. The use of company funds, facilities or property for any illegal purpose is strictly prohibited. More specifically, the Company prohibits its employees or agents from bribing or attempting to bribe any local, state, federal or foreign government official, as we seek to strictly adhere to the United States Foreign Corrupt Practices Act and Canada's Corruption of Foreign Officials Act. Accordingly, no company employee or agent is permitted to offer, give or cause others to give any payments or anything of value in conducting their job duties or company business for the purpose of influencing the recipient's decision or conduct. "Anything of value" includes, but is not limited to: cash or cash equivalents; drinks or meals; entertainment; gifts; lodging; promise of future employment; transportation; and use of materials, facilities or equipment.

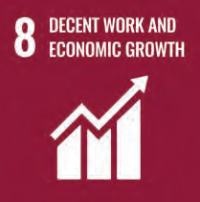
Business Relationships: The Company seeks to outperform its competition fairly and honestly and to gain competitive advantages through superior performance and customer service. Each employee should deal fairly with the Company's customers, suppliers, contractors, vendors, competitors and other employees when conducting company business. No employee should take unfair advantage of anyone through concealment, abuse of privileged information, misrepresentation of material facts or any unfair-dealing practice when conducting company business.

Fair Competition: Fair competition laws, including antitrust rules in the U.S. and Canada, limit what the Company can do with another company and what the Company can do on its own. Generally, the laws are designed to prevent agreements or actions that reduce competition and harm consumers. As stated in Centuri's Code of Conduct, employees may not enter into agreements or discussions with competitors that violate fair competition laws, such as having the effect of fixing or controlling prices, dividing and allocating markets or territories, or boycotting suppliers, contractors, vendors or customers.

Confidential Information: Employees have a duty to protect the confidentiality of financial and other proprietary business information entrusted to them by the Company, its customers or third parties, unless release of the information is authorized or legally required. Confidential information includes all non-public, proprietary business or financial information, including any material that might be of use to competitors, or competitively harmful to the Company, its customers or third parties if revealed. Some examples of confidential information that may be labeled "Restricted" or "Confidential" include: customer personal data (such as name, address or government-issued identification; bank account information, debit card or credit card numbers, social security numbers, dates of birth and any other information protected by law from unauthorized disclosure; technical business information, customer lists, terms, conditions or pricing offered to customers; pricing policies; budgets; marketing and strategic plans; and intellectual property.

UN SDGs INDEX

We recognize the importance of the United Nations 2030 Agenda for Sustainable Development and the urgent call to action embodied in the UN Sustainable Development Goals (SDGs). These goals challenge governments, businesses, and civil society to tackle the world’s most pressing issues. We acknowledge the vital role they play in fostering fair, inclusive, and sustainable development. We are proud to share our efforts toward each SDG and invite our customers, suppliers, and stakeholders to join us in advancing this collective vision for peace and prosperity, benefiting both people and the planet, now and for future generations.

Goal	Description	Activities that support advancement of the goal and page number
	Ensure healthy lives and promote well-being for all at all ages	• Stakeholder Engagement - 18 • Safety Benchmarks & Programs - 24-28 • Workplace Safety Culture Survey - 28 • Community Engagement - 41-43 • Supplier Diversity - 41 • Inclusion For All- 38 • Taking Care of our Own - 31-40 • Creating an Environment where Everyone Can Thrive – 37-40
	Ensure access to affordable, reliable, sustainable and modern energy for all	• Clean Energy - 45-47 • Harnessing Resources to Meet Demand - 29-30 • Enabling Energy from Renewables - 46-47 • Generating Power from the Wind - 46 • Sustainable Energy Infrastructure - 45-47
	Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all	• Safety Benchmarks & Programs - 24-28 • Community Engagement - 41-43 • Supplier Diversity - 41 • Inclusion For All- 38 • Partnering for Skills Development - 32-35 • Fostering a Culture of Learning & Development - 37
	Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation	• Clean Energy - 45-47 • Harnessing Resources to Meet Demand - 29-30 • Enabling Energy from Renewables - 46-47 • Generating Power from the Wind - 46 • Sustainable Energy Infrastructure - 45-47
	Make cities and human settlements inclusive, safe, resilient and sustainable	• Clean Energy - 45-47 • Harnessing Resources to Meet Demand - 29-30 • Enabling Energy from Renewables - 46-47 • Generating Power from the Wind - 46 • Sustainable Energy Infrastructure - 45-47
	Take urgent action to combat climate change and its impacts	• Clean Energy - 45-47 • Harnessing Resources to Meet Demand - 29-30 • Enabling Energy from Renewables - 46-47 • Generating Power from the Wind - 46 • Sustainable Energy Infrastructure - 45-47

THINK AHEAD »



Centuri

19820 North 7th Avenue, Suite 120
Phoenix, Arizona 85027
Office: 623-582-1235



www.Centuri.com