



OUR VISION



What We've Heard

“We think outside of the box to help our clients succeed and make a difference in communities.”

“It’s the people. We genuinely care about each other and are all so dedicated.”

“The work we do helps preserve our natural environment for future generations.”

“Day by day, Willdan is building a better future for everyone on the planet.”

- Willdan Team Members

OUR VISION

We're problem solvers committed to global stewardship. We implement innovative solutions for a broad range of facilities, transportation, and power systems while preparing for the next 100 years.

We're built for change. We've tripled our capabilities in the past decade alone so we can adapt and grow with the world around us.

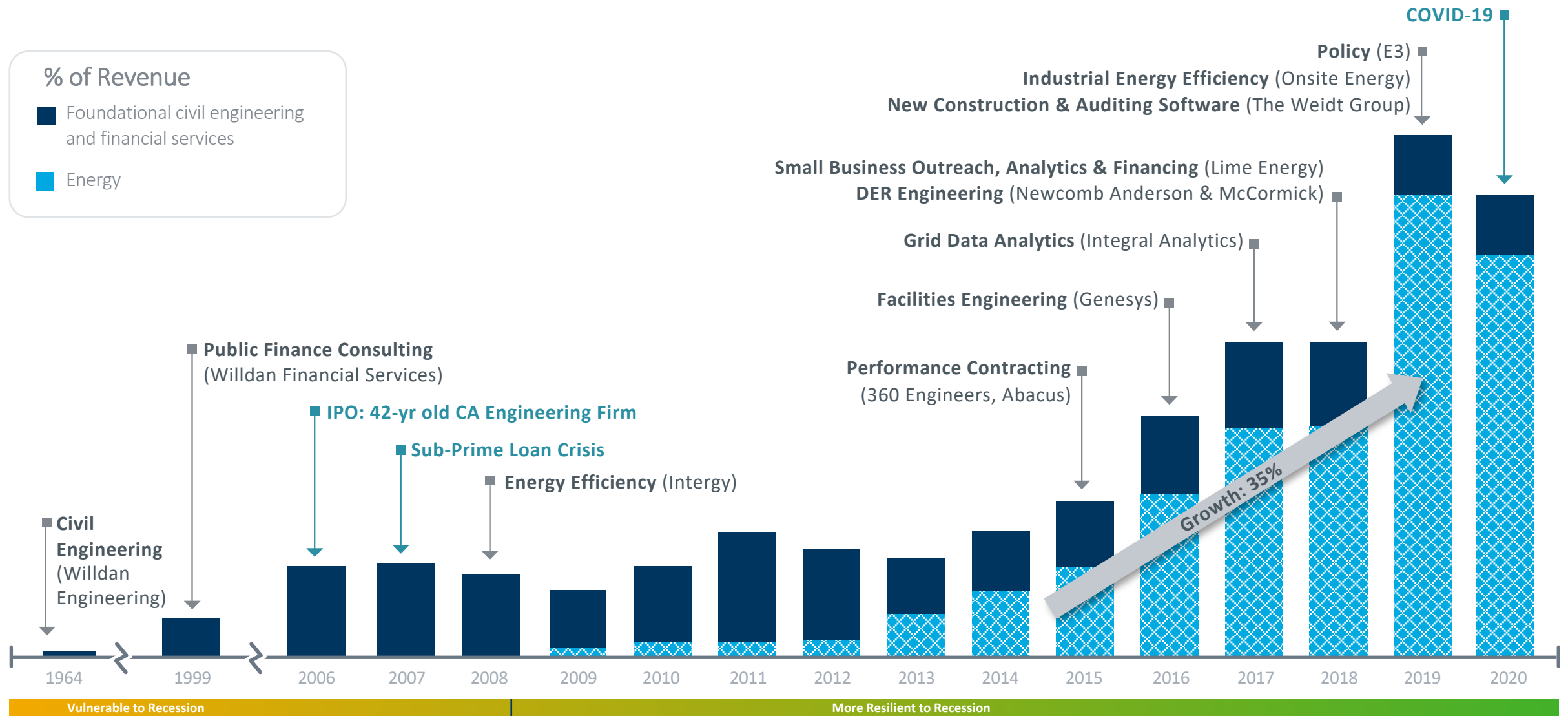
We're proud of our reputation for high-quality work and customer success. Our end-to-end solutions are based in real-world experience, powerful software, and precise engineering. The work we do each day enhances the quality of life in the communities where we work and live.

We lead with our people. Our talented team includes the best minds across multiple disciplines who share a vision of better buildings and smarter cities. At Willdan, every person's voice is heard and valued. We help each other reach our full potential.

We're stronger together. We are at the forefront of the Clean Energy Transition. Our planning, forecasting, and financial experts collaborate with project engineers and field staff who work directly with communities. Together, we provide a complete view of the challenges ahead and how to meet them.

Willdan transitions communities to clean energy and a sustainable future.

DIVERSIFYING CAPABILITIES



Diversification leads to stable, long-term growth, which leads to more great people and more opportunity for all of us.

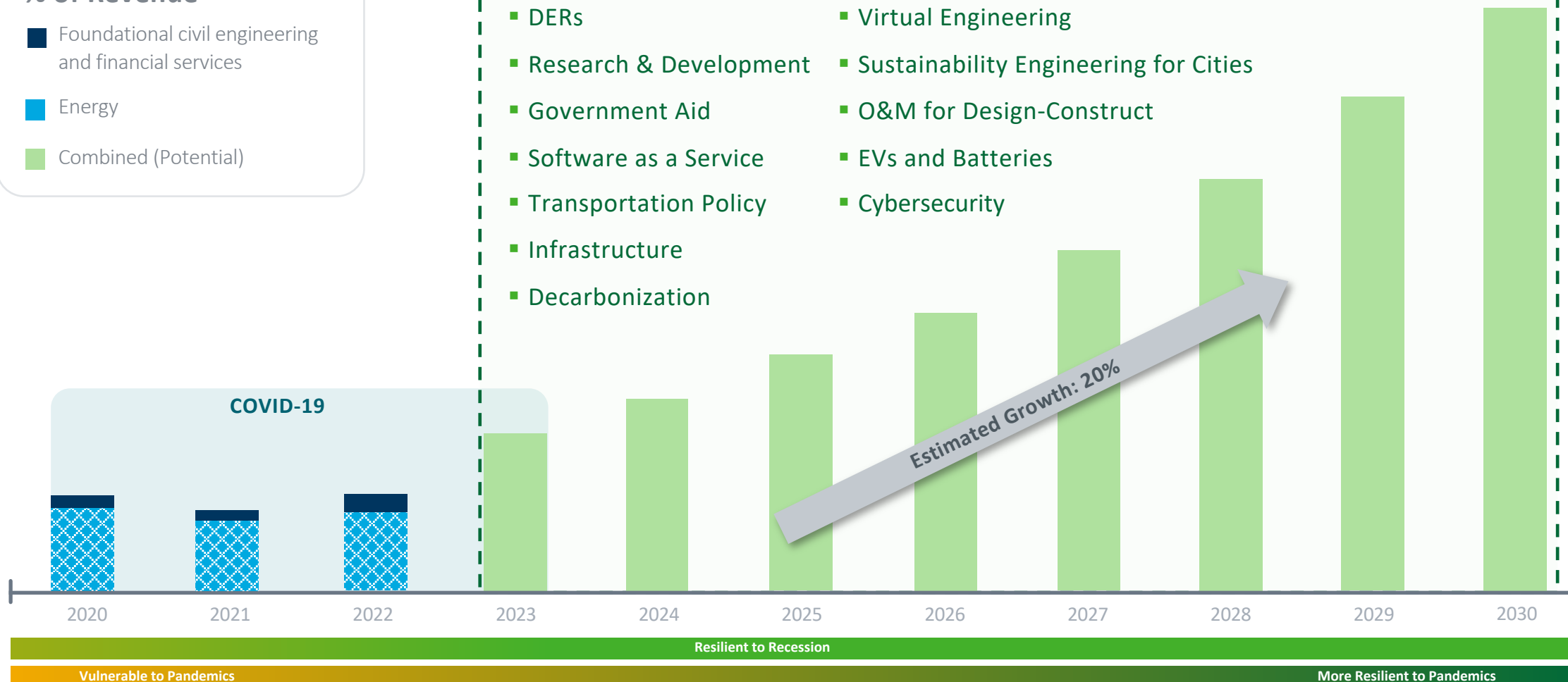
WHERE WE'RE GOING

% of Revenue

- Foundational civil engineering and financial services
- Energy
- Combined (Potential)

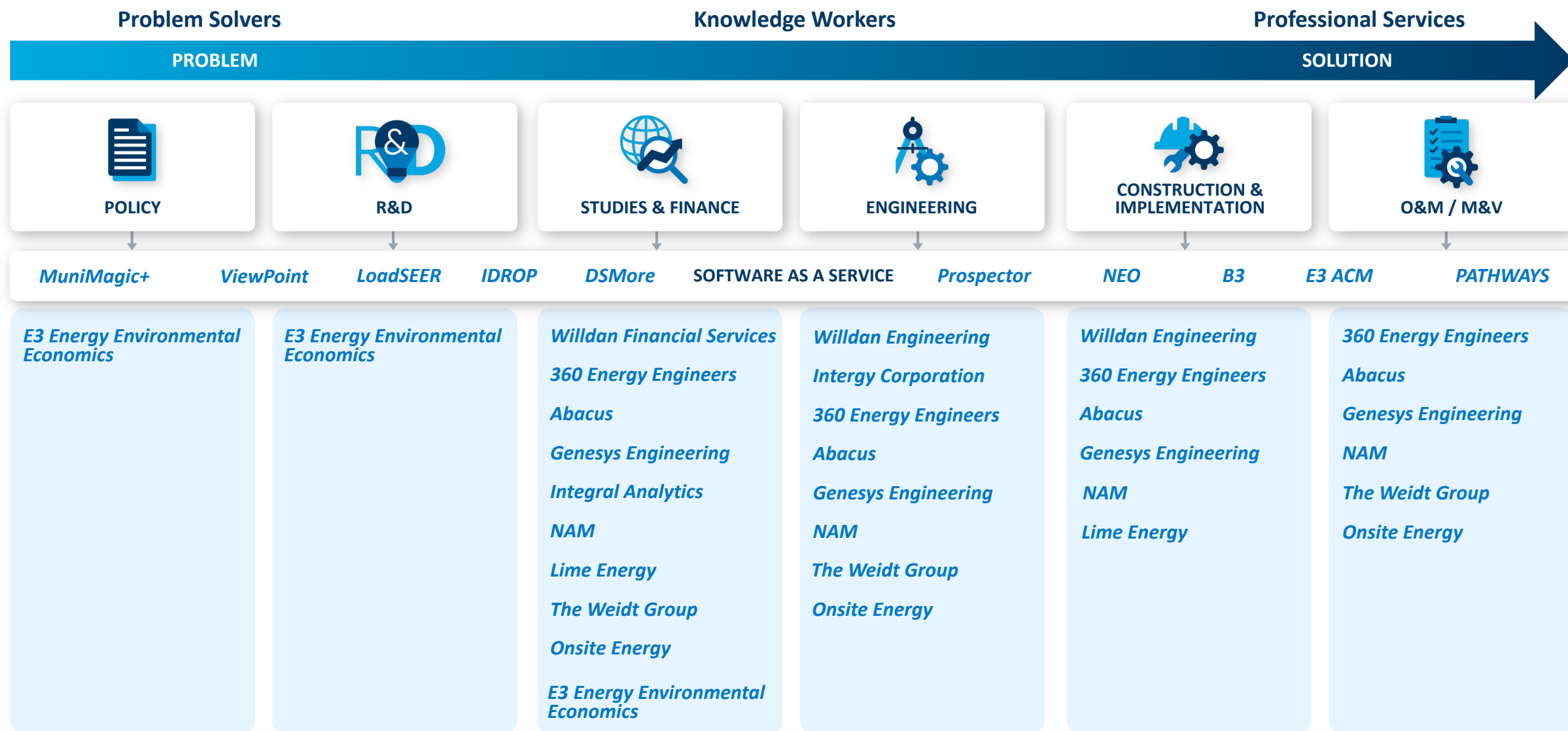
Opportunities for Growth: Organic & Acquisitive

- DERs
- Research & Development
- Government Aid
- Software as a Service
- Transportation Policy
- Infrastructure
- Decarbonization
- Virtual Engineering
- Sustainability Engineering for Cities
- O&M for Design-Construct
- EVs and Batteries
- Cybersecurity



We'll continue to grow organically, grow our people, and find new capabilities.

Our Approach to Solve Complex Problems



We're problem solvers, moving to become trusted advisors. For complex problems, we've acquired firms and talent across a broad range of capabilities and experience.

**We need interconnection
– it's the synergies
between these skillsets
that create organic
growth.**



HOW DO WE GROW?

PROS

- High productivity
- More comfortable environment for employees and clients
- High clarity and deep consensus

CONS

- Stagnant, less relevant
- Slow to adapt
- Can't grow as quickly as market is changing
- Little opportunity
- Top performers leave
- Difficult to recruit new talent

SLOW ORGANIC GROWTH

(growing at $< 10\%$)



We can't just focus on organic growth forever.

HOW DO WE GROW?

PROS

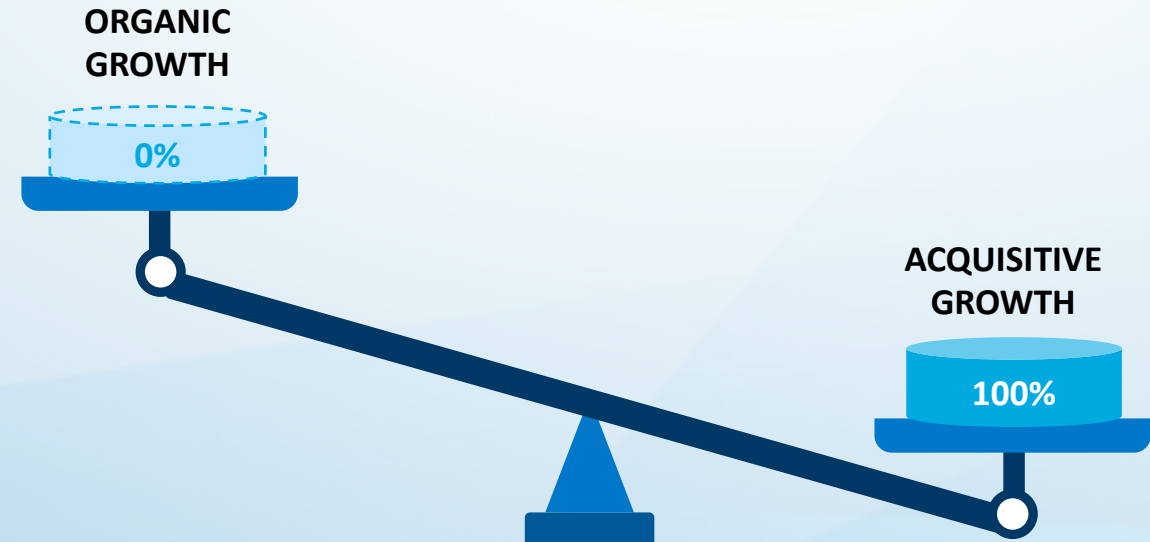
- Expanded capabilities
- Quick to adapt
- Rapid growth

CONS

- Chaotic
- No clarity or consensus
- No opportunity for current employees
- Low long-term career prospects
- Expensive (run out of money quickly)

ACQUISITIVE GROWTH

(private equity funded)



We can't just focus on acquisitive growth forever.

HOW DO WE GROW?

PROS

- High productivity
- More comfortable environment for employees and clients
- High clarity and deep consensus
- Expanded capabilities
- Quick to adapt
- Rapid, low-cost growth

CONS

- Difficult to do

In balance, these reinforce one another.



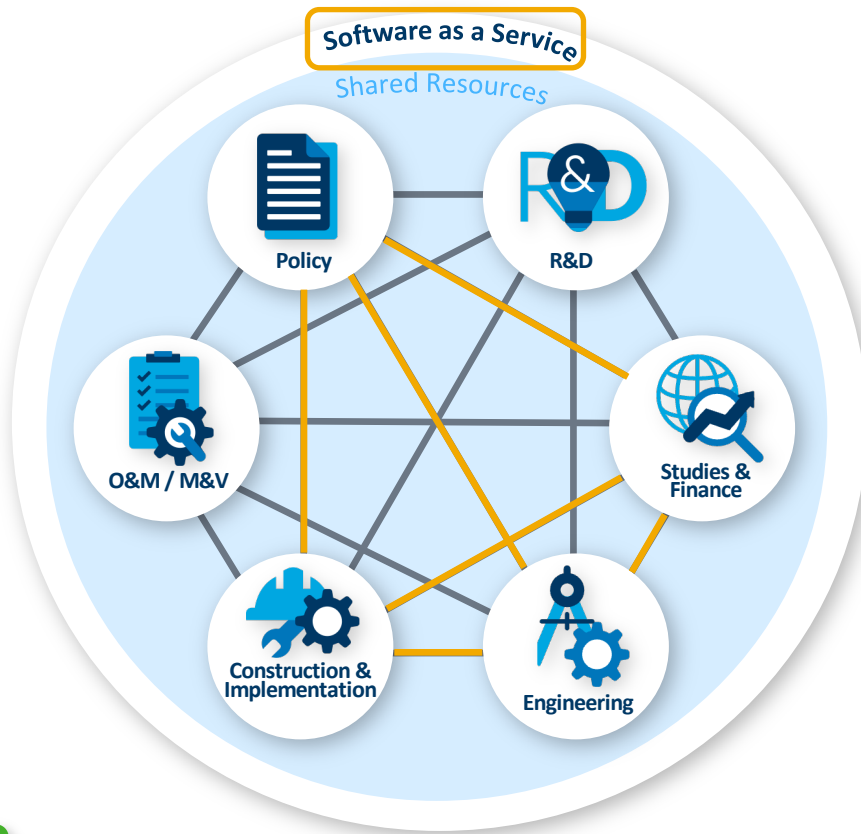
We aim for a *balance* between organic and acquisitive growth. Each can assist the other.

How Is This Working?

(sample projects with synergies)



SYNERGY ACROSS CAPABILITIES



50% CO₂e reduced by 2030

Develop and implement decarbonization action plans for clients with multiple facilities

LOCAL LAW 97 IMPLEMENTATION ACTION PLAN – DCAS (New York City, NY)



Created an **Implementation Action Plan** for the City of New York's citywide government facilities.

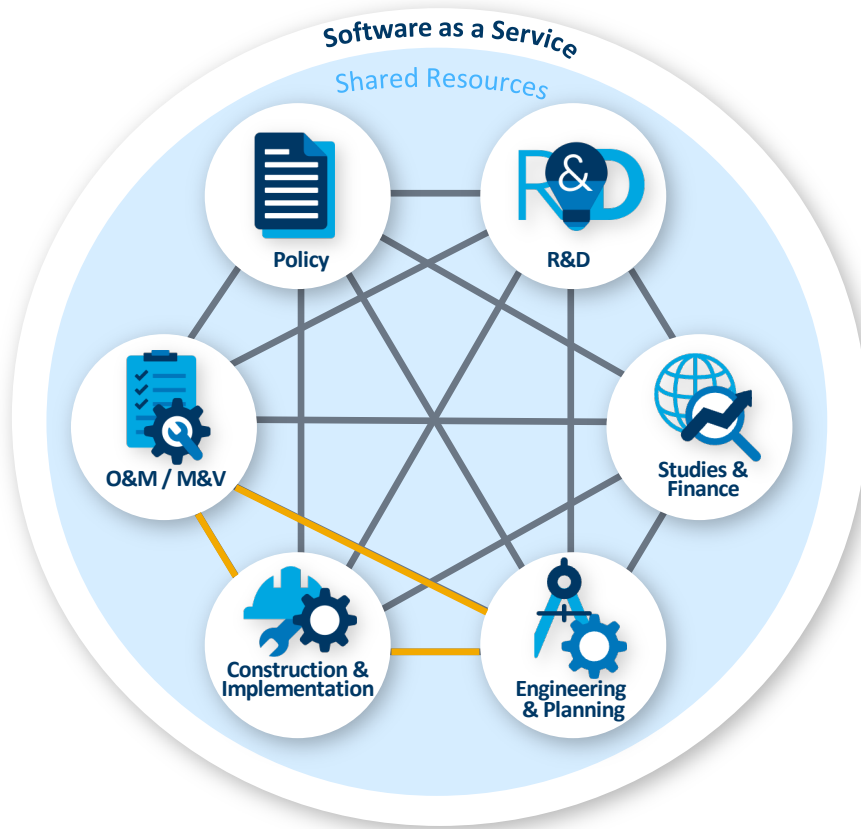
SCOPE

- Identify steps and budget to reach goals of 40% carbon emissions reduction by 2025, 50% by 2030

COMBINED CAPABILITIES

- Pathways modeling, policy
- Knowledge of NY public buildings, technical expertise
- NYC DCAS relationship, lighting DI across NY
- EE and load capacity in NYC
- B3 Benchmarking and NEO modeling of city buildings

SYNERGY ACROSS CAPABILITIES



200 EV Locations

Laid foundation for Transportation Electrification services in other regions

ELECTRIC VEHICLE CHARGING STATION STUDY – *Southern California Association of Government* (18 Cities, CA)



Promotes electric vehicle (EV) charging stations to accelerate **transportation electrification**

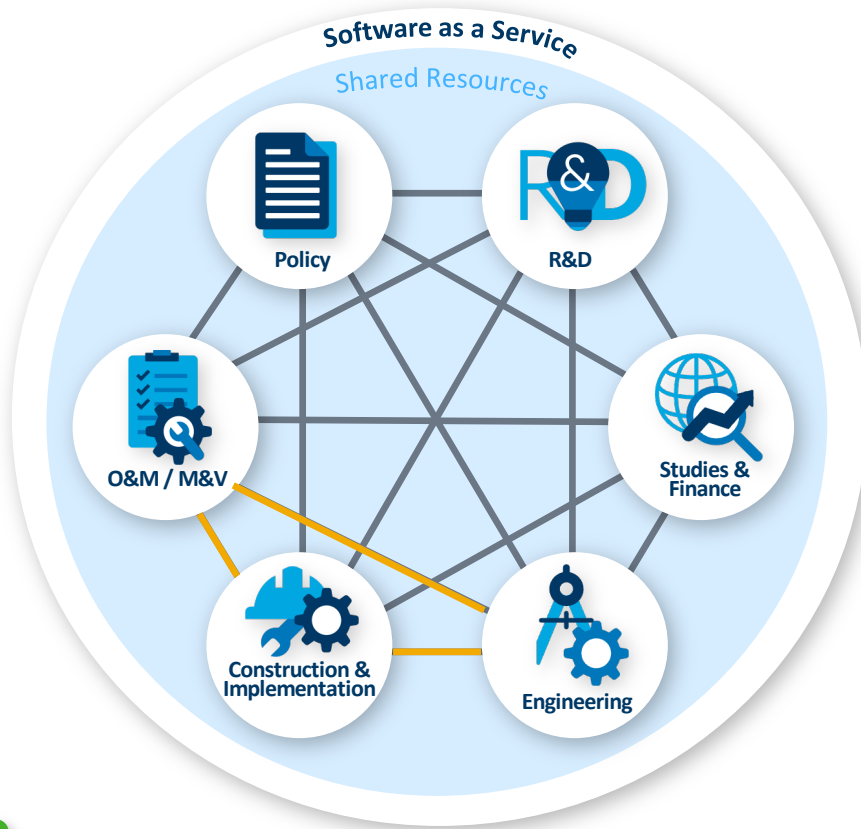
SCOPE

- EV Suitability Analysis
- EV Site Evaluation (**200 sites**)
- Stakeholder Outreach
- Policy Analysis
- Education Guides
- EV Infrastructure Plans (**8**)

COMBINED CAPABILITIES

- City services and EV evaluation
- EV Policy
- EV analysis and planning

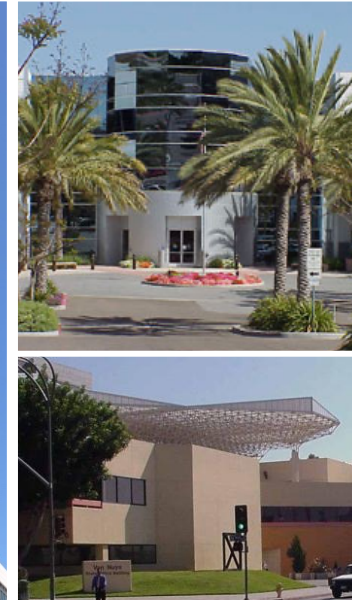
SYNERGY ACROSS CAPABILITIES



2456 MTCO₂e avoided

Our first ESPC (turnkey/design-build) with the State of California

LARGE STATE GOV'T PERFORMANCE CONTRACTS – *State of CA Department of General Services (Statewide CA)*



\$12.9M Energy Savings Performance Contract for 3 major buildings across Oakland, L.A., and San Diego

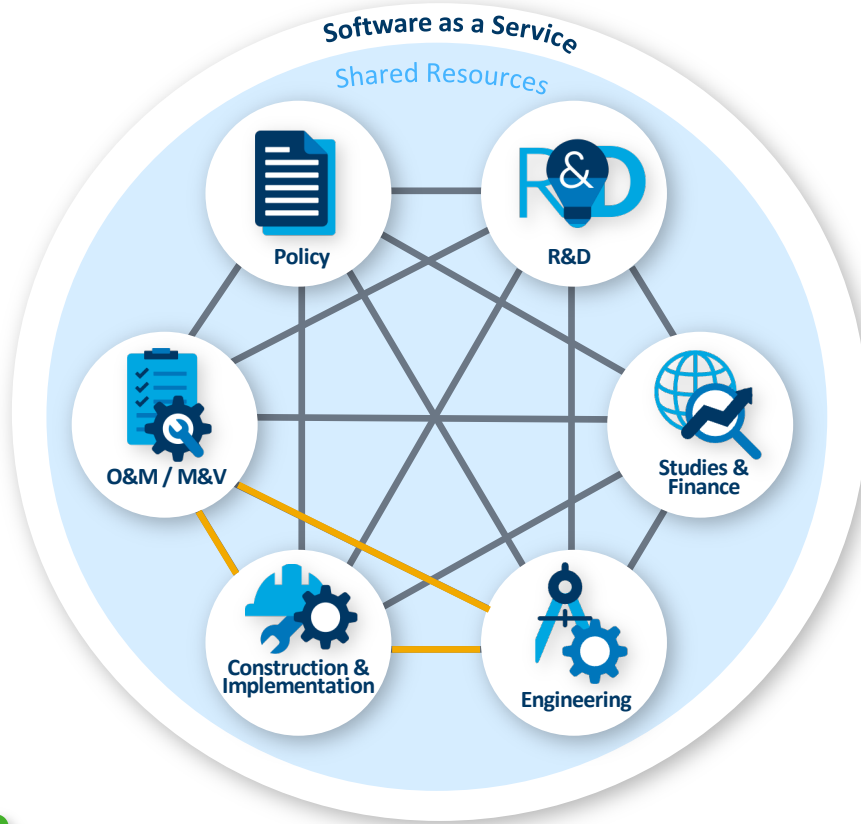
SCOPE

- LED/T24 controls
- BAS Upgrade
- Water conservation
- CHW/HW plant upgrades

COMBINED CAPABILITIES

- Design-Build
- PG&E, SDG&E, and LADWP utility incentive/OBF experience
- M&V support

SYNERGY ACROSS CAPABILITIES



1,666 MT CO₂e avoided

Willdan's first large-scale, third-party program in PG&E territory

LOCAL GOV'T / K-12 EE Program – PG&E (CA)



\$10M, 4-year energy efficiency program helps schools and municipal clients meet CA energy mandates and develop clean, cost-effective, energy solutions.

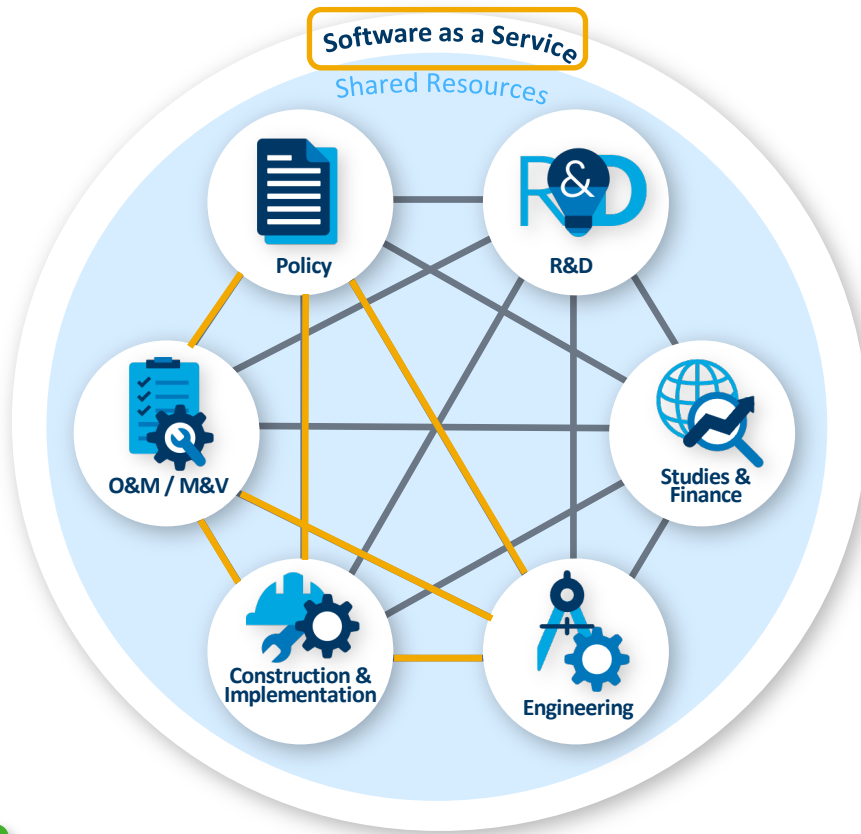
SCOPE

- DIY, Direct Install
- IDSM
- Electrification
- Turnkey delivery

COMBINED CAPABILITIES

- EE experience
- Turnkey projects
- Direct install
- CA city/county customer relationships
- PG&E experience, DERs

SYNERGY ACROSS CAPABILITIES



154,838 MT CO₂e avoided

Statewide program (4 IOUs); First standalone all-electric new construction program in the country

CA ENERGY DESIGN ASSISTANCE – PG&E (Statewide CA)



We competitively bid 2 programs:

1. **Mixed Fuel**
2. **All Electric**

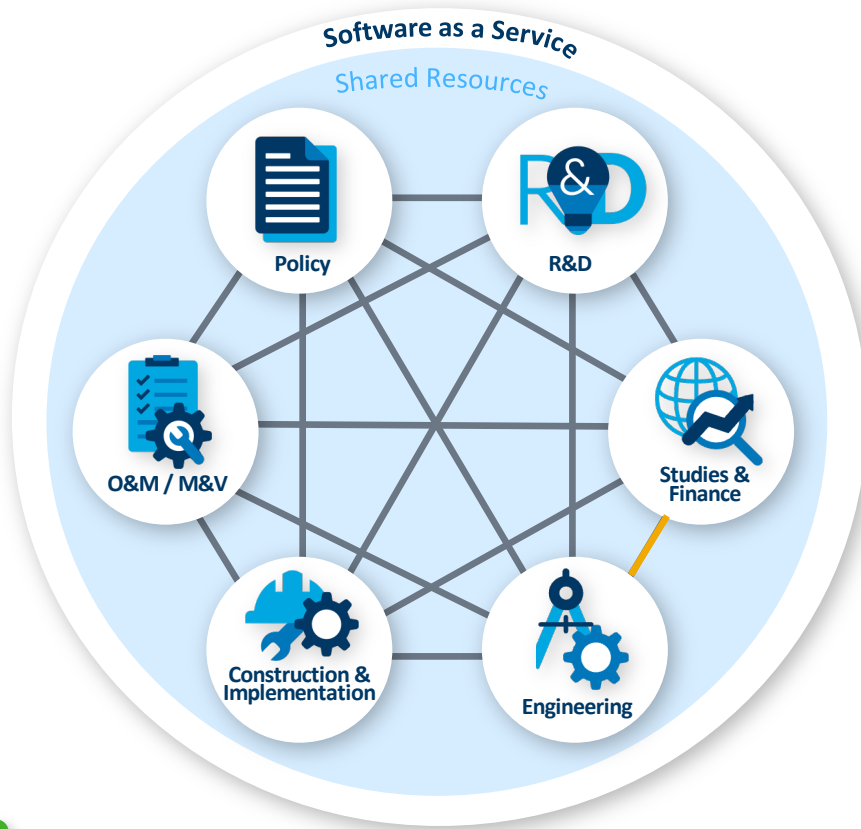
SCOPE

- 5-year programs
- Serve 5 new construction building sectors across 4 IOUs

COMBINED CAPABILITIES

- New construction leaders
- CA utility experience
- CA codes and policy
- Electrification
- Industrial expertise
- Real-time EE evaluation software

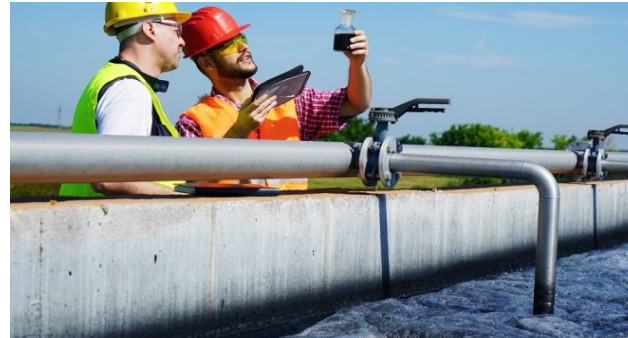
SYNERGY ACROSS CAPABILITIES



Prepared funding mechanism for city's future growth

Expanded our relationship and capabilities with the City of Lynwood (our client since 1983)

WASTEWATER CAPACITY FEE STUDY – *City of Lynwood (Lynwood, CA)*



\$30M Recovery of future asset costs attributable to system expansion serving new development

SCOPE

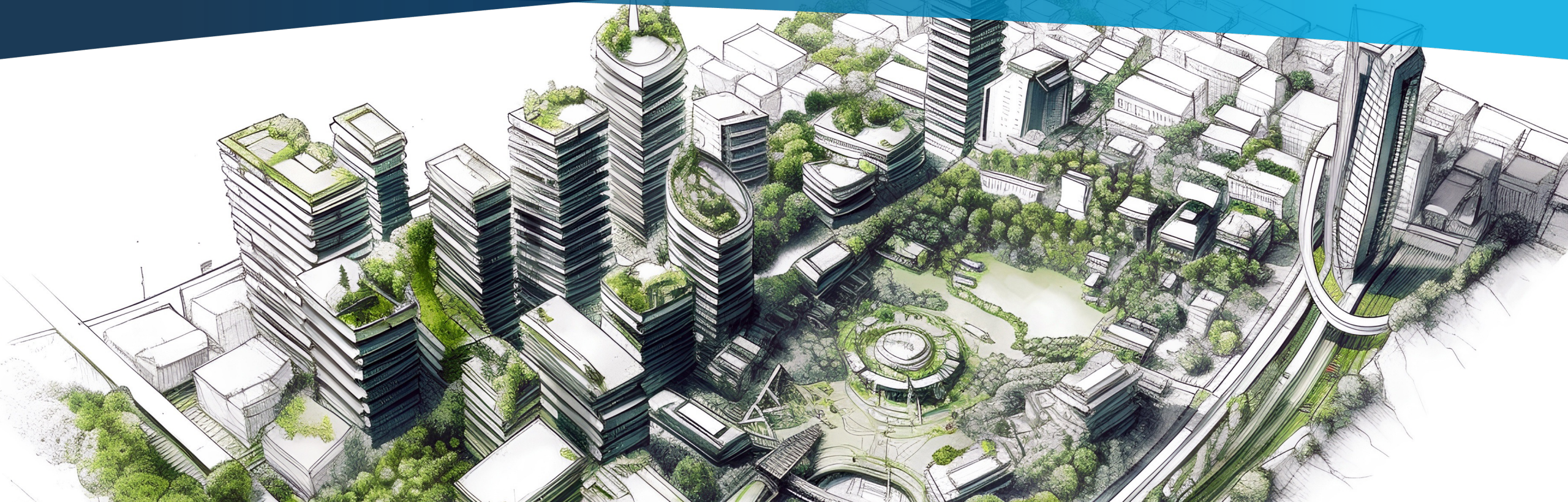
- Current infrastructure valuation
- Developed a 5-year capacity fee
- Debt service credit built into the proposed fee

COMBINED CAPABILITIES

- Client relationship, infrastructure advisory
- Utility capacity fee study development, system valuation review

Envisioning the Future

Clean energy and infrastructure | Cities, buildings, and transportation | Sustainability



Willdan transitions communities to clean energy and a sustainable future.