

## **Gray, Inc. September Update**

Since the Annual Meeting is just about a month away, we'll skip the live quarterly meeting for September in favor of this quick update.

### **Safety Update**

Let's put the spotlight on NexGen. This is our construction self-perform group with a focus on concrete, steel, mechanical, rigging and millwright trades. This year NexGen's four hundred craft team members have worked seven hundred and fifty thousand hours with solid safety results. Recently they have had a few SIF potentials. Their management team has conducted a deep study of each of these events by emphasizing the safety culture, defining clear safety expectations, educating field supervision, and training of the craft workers. This emphasis on safety by the NexGen management team fits right with our guiding principle of Leaders. We look forward to the safe execution of self-perform scopes and NexGen influencing safety to the trade partners on the projects they serve. Paralleling NexGen, Gray Construction continues to be on track to achieving the goal of 35% reduction in SIF potential events.

### **Financial Update**

The collective effort from team members across the company is projected to produce solid results that will exceed last year's results. For Gray, this is the largest example we have of being a cohesive team, another guiding principle. At this point, we're projecting to make between \$85m and \$95m pretax for fy '24. And, the conditions are right for next year to exceed this year. Great work to all! A significant part of the of achieving the results for next year will be sticking to the company and department budgets that we are currently setting. As the company grows in size and complexity, this discipline becomes more and more important.

### **Sales Update**

Gray Construction, NexGen, Gray AE, Gray Ohio Valley and InLine are projected to hit their sales goals. Gray Development sales for fy '24 will fall in fy '25. The sales for ADI, ADPE and Gray Solutions have been below goal for this year. Changes to our sales teams and the focus on direct to customer sales are gaining traction at these businesses, but it will still take some time to see significant additions to the backlog of work. Please know that the sales teams are working hard to make the sales for '25 highly successful.

### **Focus Areas**

Reminder, these have been the focus areas for the past two years.

- Live to our Values, Purpose, Vision, and Guiding Principles
- Alignment & improvement across Gray, Inc. on financial reporting
- Delivery on projects under execution
  - o The fundamentals of project management
- Continue to make progress on the 2030 plan

We will unroll changes to these focus areas at the coming Annual Meeting.

Finally, a moment to acknowledge the tremendous amount of change over the past year, and to thank you for your patience as we work to make the business resilient for decades to come.

Thx,  
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