



Unaudited Investors Report (\$ in Thousands, Except Per Share Data)	2021 (6)	2022	2023						2024					
			1st Qtr	2nd Qtr	6 mos	3rd Qtr	9 mos	4th Qtr	Total	1st Qtr	2nd Qtr	6 mos	3rd Qtr	9 Mos
REVENUE	3,212,899	3,504,048	894,766	1,158,226	2,052,991	1,208,947	3,261,938	1,260,612	4,522,550	1,228,267	1,251,615	2,479,882	1,344,323	3,824,205
REVENUE, NET OF SUBCONTRACTOR COSTS ["Net Revenue" (1)]														
Government Services Group (GSG)	1,265,772	1,336,456	353,047	435,550	788,596	390,216	1,178,812	456,628	1,635,440	442,700	466,496	909,196	488,204	1,397,400
Commercial / International Services Group (CIG)	1,285,811	1,499,124	383,515	534,015	917,530	597,344	1,514,874	600,775	2,115,649	572,469	586,130	1,158,600	621,377	1,779,977
NET REVENUE (1)	2,551,583	2,835,580	736,562	969,565	1,706,126	987,560	2,693,686	1,057,403	3,751,089	1,015,169	1,052,626	2,067,796	1,109,581	3,177,377
OTHER COSTS OF REVENUE - ADJUSTED (1) (2) (3)	2,053,194	2,266,381	583,316	798,718	1,382,035	798,714	2,180,749	845,311	3,026,060	824,671	845,132	1,669,803	886,409	2,556,212
SELLING, GENERAL AND ADMINISTRATIVE EXPENSES - ADJUSTED (1) (2) (3)	222,961	235,239	56,502	82,348	138,848	89,064	227,912	77,195	305,107	79,417	89,812	169,229	94,542	263,770
ACQUISITION AND INTEGRATION EXPENSES (7)	-	-	3,761	19,944	23,705	2,107	25,812	23,742	49,554	-	-	-	-	-
PURCHASE ACCOUNTING / NON-CORE DISPOSITIONS (GAINS)	(3,273)	-	933	7,544	8,477	-	8,477	3,778	12,255	-	-	-	-	-
INCOME FROM OPERATIONS, AS REPORTED	278,701	340,446	92,050	61,011	153,061	97,675	250,736	107,377	358,113	111,081	117,683	228,764	128,630	357,395
INCOME FROM OPERATIONS - ADJUSTED (1) (2) (3)	275,428	333,960	96,744	88,499	185,243	99,782	285,025	134,897	419,922	111,081	117,682	228,764	128,630	357,395
GSG	174,755	194,037	60,347	52,210	112,557	54,496	167,053	71,501	238,553	63,127	64,007	127,134	71,518	198,652
CIG	150,292	192,197	50,108	52,518	102,626	69,572	172,199	79,853	252,052	71,401	75,955	147,356	86,465	233,821
Corporate	(49,619)	(52,274)	(13,711)	(16,229)	(29,940)	(24,286)	(54,227)	(16,457)	(70,683)	(23,447)	(22,280)	(45,726)	(29,353)	(75,078)
OPERATING MARGIN [% of Net Revenue] (1) (2) (3)	10.8%	11.8%	13.1%	9.1%	10.9%	10.1%	10.6%	12.8%	11.2%	10.9%	11.2%	11.1%	11.6%	11.2%
GSG	13.8%	14.5%	17.1%	12.0%	14.3%	14.0%	14.2%	15.7%	14.6%	14.3%	13.7%	14.0%	14.6%	14.2%
CIG	11.7%	12.8%	13.1%	9.8%	11.2%	11.6%	11.4%	13.3%	11.9%	12.5%	13.0%	12.7%	13.9%	13.1%
Interest Expense (4)	11,831	11,584	5,372	13,323	18,695	14,869	33,563	12,973	46,536	9,578	9,883	19,461	9,912	29,374
Other non-operating Income (FX Hedge Gain)	-	19,904	67,995	21,407	89,402	-	89,402	-	89,402	-	-	-	-	-
INCOME BEFORE INCOME TAX EXPENSE	266,870	348,766	154,673	69,095	223,768	82,806	306,576	94,404	400,979	101,503	107,799	209,302	118,718	328,021
Income Tax Expense	34,039	85,602	37,958	26,254	64,212	22,568	86,781	40,745	127,526	26,523	31,341	57,864	32,894	90,758
NET INCOME ATTRIBUTABLE TO TETRA TECH	232,810	263,125	116,706	42,830	159,536	60,235	219,771	53,649	273,420	74,972	76,446	151,418	85,810	237,228
DILUTED AVERAGE SHARES	54,675	54,163	53,529	53,627	53,595	53,653	53,615	53,702	53,637	53,738	53,875	53,825	54,052	53,901
DILUTED EPS ATTRIBUTABLE TO TETRA TECH, AS REPORTED	\$ 4.26	\$ 4.86	\$ 2.18	\$ 0.80	\$ 2.98	\$ 1.12	\$ 4.10	\$ 1.00	\$ 5.10	\$ 1.40	\$ 1.42	\$ 2.81	\$ 1.59	\$ 4.40
ADJUSTED DILUTED EPS (1) (2) (3) (5)	\$ 3.79	\$ 4.50	\$ 1.34	\$ 1.06	\$ 2.40	\$ 1.15	\$ 3.55	\$ 1.66	\$ 5.21	\$ 1.40	\$ 1.42	\$ 2.81	\$ 1.59	\$ 4.40
ADJUSTED EBITDA (1) (2) (3)	299,212	360,954	103,351	105,409	208,760	119,463	328,223	152,873	481,096	130,557	135,401	265,958	148,119	414,077
ADJUSTED EBITDA MARGIN [% of Net Revenue] (1) (2) (3)	11.7%	12.7%	14.0%	10.9%	12.2%	12.1%	12.2%	14.5%	12.8%	12.9%	12.9%	12.9%	13.3%	13.0%
DAYS IN SALES OUTSTANDING (1)	63.3	61.1	61.3	59.4	59.4	58.4	58.4	54.4	54.4	55.3	55.3	55.3	54.1	54.1
CASH FLOW FROM OPERATIONS	304,372	336,188	25,191	87,932	113,123	132,930	246,053	122,410	368,463	9,246	102,935	112,181	140,929	253,110
CAPITAL EXPENDITURES	8,573	10,582	4,996	5,298	10,294	7,027	17,322	9,580	26,901	3,456	4,007	7,463	3,861	11,324
Y/Y ADJUSTED NET REVENUE GROWTH % (1)	8.6%	11.1%	8.4%	38.6%	23.7%	37.1%	28.3%	43.6%	32.3%	37.8%	8.6%	21.2%	12.4%	18.0%
GSG	13.3%	5.6%	7.9%	29.1%	18.7%	16.3%	17.9%	35.7%	22.4%	25.4%	7.1%	15.3%	25.1%	18.5%
CIG	4.4%	16.6%	8.9%	47.5%	28.4%	55.2%	37.8%	50.3%	41.1%	49.3%	9.8%	26.3%	4.0%	17.5%
NET REVENUE % BY CLIENT TYPE (1)														
International	32%	34%	31%	38%	35%	43%	38%	40%	39%	40%	41%	40%	40%	40%
U.S. Commercial	22%	21%	24%	19%	21%	20%	21%	19%	20%	19%	17%	18%	19%	18%
U.S. Federal Government	30%	28%	28%	31%	30%	25%	28%	29%	28%	30%	31%	31%	30%	31%
U.S. State & Local Government	16%	17%	17%	12%	14%	12%	13%	12%	13%	11%	11%	11%	11%	11%
NET REVENUE % BY CONTRACT TYPE (1)														
Fixed-Price	37%	38%	38%	36%	37%	38%	37%	36%	37%	39%	37%	38%	42%	39%
Time-and-Materials	49%	48%	47%	47%	47%	50%	48%	49%	49%	45%	47%	46%	44%	46%
Cost-Plus	14%	14%	15%	17%	16%	12%	15%	15%	14%	16%	16%	16%	14%	15%
BACKLOG (1)	3,480,254	3,744,133	3,814,258	4,274,660	4,274,660	4,386,343	4,386,343	4,790,442	4,790,442	4,736,507	4,739,481	4,739,481	5,230,131	5,230,131

(1) Non-GAAP financial measure

(2) Excludes purchase accounting and non-core dispositions, and acquisition and integration expenses

(3) Excludes non-recurring COVID-19 related costs / benefits

(4) Includes write-off of deferred debt origination fees of \$2.7M in Q1-23 and \$1.1M in Q2-23

(5) Excludes non-recurring tax items, FX hedge gain and write-off of deferred debt origination fees

(6) FY21 contained one extra week (53 total)

(7) Includes lease impairment charge of \$16.4M in Q4-23

Tetra Tech, Inc.
Regulation G Information
June 30, 2024

Reconciliation of Revenue to Revenue, Net of Subcontractor Costs ("Net Revenue")
(in millions)

	2021	2022	2023						2024					
			1st Qtr	2nd Qtr	6 Mos	3rd Qtr	9 Mos	4th Qtr	Total	1st Qtr	2nd Qtr	6 mos	3rd Qtr	9 Mos
Consolidated														
Revenue	3,213.5	3,504.0	894.8	1,158.2	2,053.0	1,208.9	3,261.9	1,260.6	4,522.6	1,228.3	1,251.6	2,479.9	1,344.3	3,824.2
Subcontractor Costs	(661.3)	(668.5)	(158.2)	(188.7)	(346.9)	(221.4)	(568.3)	(203.2)	(771.5)	(213.1)	(199.0)	(412.1)	(234.7)	(646.8)
Net Revenue	2,551.6	2,835.5	736.6	969.5	1,706.1	987.5	2,693.6	1,057.4	3,751.1	1,015.2	1,052.6	2,067.8	1,109.6	3,177.4
GSG Segment														
Revenue	1,772.9	1,820.9	471.1	563.3	1,034.3	531.0	1,565.4	593.5	2,158.9	575.0	597.1	1,172.2	640.6	1,812.7
Subcontractor Costs	(507.1)	(484.4)	(118.0)	(127.7)	(245.7)	(140.8)	(386.6)	(136.9)	(523.4)	(132.3)	(130.6)	(263.0)	(152.3)	(415.3)
Net Revenue	1,265.8	1,336.5	353.1	435.6	788.6	390.2	1,178.8	456.6	1,635.5	442.7	466.5	909.2	488.3	1,397.4
CIG Segment														
Revenue	1,500.1	1,738.4	439.6	610.4	1,049.9	691.4	1,741.3	683.3	2,424.6	669.1	671.2	1,340.3	723.6	2,063.9
Subcontractor Costs	(214.3)	(239.3)	(56.0)	(76.4)	(132.4)	(94.0)	(226.4)	(82.6)	(309.0)	(96.6)	(85.1)	(181.7)	(102.2)	(283.9)
Net Revenue	1,285.8	1,499.1	383.6	534.0	917.5	597.4	1,514.9	600.7	2,115.6	572.5	586.1	1,158.6	621.4	1,780.0

Reconciliation of Net Income Attributable to Tetra Tech to Adjusted EBITDA
(in thousands)

	2021	2022	2023						2024					
			1st Qtr	2nd Qtr	6 Mos	3rd Qtr	9 Mos	4th Qtr	Total	1st Qtr	2nd Qtr	6 mos	3rd Qtr	9 Mos
Net Income Attributable to Tetra Tech	232,810	263,125	116,706	42,830	159,536	60,235	219,771	53,649	273,420	74,972	76,446	151,418	85,810	237,228
Income Tax Expense	34,039	85,602	37,958	26,254	64,212	22,568	86,780	40,745	127,526	26,523	31,341	57,864	32,894	90,758
Interest Expense ¹	11,831	11,584	5,372	13,323	18,695	14,869	33,564	12,973	46,537	9,578	9,883	19,461	9,912	29,374
Depreciation	12,337	13,859	3,178	4,849	8,027	5,624	13,651	6,330	19,980	6,951	5,637	12,588	5,713	18,300
Amortization	11,468	13,174	3,438	12,072	15,510	14,060	29,570	11,656	41,226	12,533	12,094	24,627	13,790	38,417
FX Hedge Gain	-	(19,904)	(67,995)	(21,407)	(89,402)	-	(89,402)	-	(89,402)	-	-	-	-	-
EBITDA	302,485	367,440	98,657	77,921	176,578	117,356	293,934	125,353	419,287	130,557	135,401	265,958	148,119	414,077
Contingent Consideration	(3,273)	-	933	7,544	8,477	-	8,477	3,778	12,255	-	-	-	-	-
Acquisition & Integration Expenses ²	-	-	3,761	19,944	23,705	2,107	25,812	23,742	49,554	-	-	-	-	-
COVID-19 Credits	-	(6,486)	-	-	-	-	-	-	-	-	-	-	-	-
Adjusted EBITDA	299,212	360,954	103,351	105,409	208,760	119,463	328,223	152,873	481,096	130,557	135,401	265,958	148,119	414,077

¹ Includes write-off of deferred debt origination fees of \$2.7M in Q1-23 and \$1.1M in Q2-23

² Includes lease impairment charge of \$16.4M in Q4-23

Tetra Tech, Inc
Consolidated Balance Sheets
(unaudited - in thousands, except par value)

	<u>June 30,</u> <u>2024</u>	<u>October 1,</u> <u>2023</u>
Assets		
Current assets:		
Cash and cash equivalents	\$ 212,321	\$ 168,831
Accounts receivable, net	1,053,758	974,535
Contract assets	118,556	113,939
Prepaid expenses and other current assets	121,846	98,719
Total current assets	<u>1,506,481</u>	<u>1,356,024</u>
Property and equipment, net	70,694	74,832
Right-of-use assets, operating leases	167,317	175,932
Goodwill	1,992,110	1,880,244
Intangible assets, net	164,459	173,936
Deferred tax assets	89,510	89,002
Other non-current assets	94,334	70,507
Total assets	<u>\$ 4,084,905</u>	<u>\$ 3,820,477</u>
Liabilities and Equity		
Current liabilities:		
Accounts payable	\$ 198,341	\$ 173,271
Accrued compensation	317,457	302,755
Contract liabilities	372,283	335,044
Short-term lease liabilities, operating leases	65,932	65,005
Current contingent earn-out liabilities	47,407	51,108
Other current liabilities	244,842	280,959
Total current liabilities	<u>1,246,262</u>	<u>1,208,142</u>
Deferred tax liabilities	17,254	14,256
Long-term debt	861,830	879,529
Long-term lease liabilities, operating leases	128,892	144,685
Non-current contingent earn-out liabilities	22,876	22,314
Other non-current liabilities	141,588	148,045
Equity:		
Preferred stock - authorized, 2,000 shares of \$0.01 par value; no shares issued and outstanding at June 30, 2024 and October 1, 2023	-	-
Common stock - authorized, 150,000 shares of \$0.01 par value; issued and outstanding, 53,532 and 53,248 shares at June 30, 2024 and October 1, 2023, respectively	535	532
Additional paid-in capital	28,171	-
Accumulated other comprehensive loss	(154,689)	(195,295)
Retained earnings	1,792,121	1,598,196
Tetra Tech stockholders' equity	<u>1,666,138</u>	<u>1,403,433</u>
Noncontrolling interests	65	73
Total stockholders' equity	<u>1,666,203</u>	<u>1,403,506</u>
Total liabilities and stockholders' equity	<u>\$ 4,084,905</u>	<u>\$ 3,820,477</u>

Tetra Tech, Inc
Consolidated Statements of Income
(unaudited - in thousands, except per share data)

	<u>Three Months Ended</u>		<u>Nine Months Ended</u>	
	<u>June 30,</u> <u>2024</u>	<u>July 2,</u> <u>2023</u>	<u>June 30,</u> <u>2024</u>	<u>July 2,</u> <u>2023</u>
Revenue	\$ 1,344,323	\$ 1,208,947	\$ 3,824,205	\$ 3,261,938
Subcontractor costs	(234,742)	(221,387)	(646,828)	(568,252)
Other costs of revenue	(886,409)	(798,714)	(2,556,212)	(2,180,749)
Gross profit	223,172	188,846	621,165	512,937
Selling, general and administrative expenses	(94,042)	(89,064)	(263,293)	(227,912)
Acquisition and integration expenses	-	(2,107)	-	(25,812)
Contingent consideration - fair value adjustments	(500)	-	(477)	(8,477)
Income from operations	128,630	97,675	357,395	250,736
Interest expense, net	(9,912)	(14,869)	(29,374)	(33,563)
Other non-operating income	-	-	-	89,402
Income before income tax expense	118,718	82,806	328,021	306,575
Income tax expense	(32,894)	(22,568)	(90,758)	(86,781)
Net income	85,824	60,238	237,263	219,794
Net income attributable to noncontrolling interests	(14)	(3)	(35)	(23)
Net income attributable to Tetra Tech	<u>\$ 85,810</u>	<u>\$ 60,235</u>	<u>\$ 237,228</u>	<u>\$ 219,771</u>
Earnings per share attributable to Tetra Tech:				
Basic	<u>\$ 1.60</u>	<u>\$ 1.13</u>	<u>\$ 4.44</u>	<u>\$ 4.13</u>
Diluted	<u>\$ 1.59</u>	<u>\$ 1.12</u>	<u>\$ 4.40</u>	<u>\$ 4.10</u>
Weighted-average common shares outstanding:				
Basic	<u>53,515</u>	<u>53,231</u>	<u>53,451</u>	<u>53,188</u>
Diluted	<u>54,052</u>	<u>53,653</u>	<u>53,901</u>	<u>53,615</u>
Cash dividends paid per share	<u>0.29</u>	<u>0.26</u>	<u>0.81</u>	<u>0.72</u>

Tetra Tech, Inc.
Consolidated Statements of Cash Flows
(unaudited - in thousands)

	Nine Months Ended	
	June 30, 2024	July 2, 2023
Cash flows from operating activities:		
Net income	\$ 237,263	\$ 219,794
Adjustments to reconcile net income to net cash provided by operating activities:		
Depreciation and amortization	56,718	43,221
Amortization of stock-based awards	23,713	21,640
Deferred income taxes	(9,736)	21,475
Fair value adjustments to foreign currency forward contract	-	(89,402)
Fair value adjustments to contingent consideration	477	8,477
Other non-cash items	3,769	(796)
Changes in operating assets and liabilities, net of effects of business acquisitions:		
Accounts receivable and contract assets	(54,286)	(41,824)
Prepaid expenses and other assets	(18,437)	1,970
Accounts payable	18,991	(3,678)
Accrued compensation	(7,982)	5,263
Contract liabilities	33,011	56,189
Income taxes receivable/payable	(16,436)	10,645
Other liabilities	(13,955)	(6,921)
Net cash provided by operating activities	253,110	246,053
Cash flows from investing activities:		
Payments for business acquisitions, net of cash acquired	(93,650)	(854,319)
Settlement of foreign currency forward contract	-	109,306
Capital expenditures	(11,324)	(17,322)
Proceeds from sale of assets	666	439
Net cash used in investing activities	(104,308)	(761,896)
Cash flows from financing activities:		
Proceeds from borrowings	180,000	979,859
Repayments on long-term debt	(200,000)	(411,676)
Shares repurchased for tax withholdings on share-based awards	(12,906)	(16,785)
Payments of contingent earn-out liabilities	(29,112)	(15,078)
Stock options exercised	2,690	425
Dividends paid	(43,303)	(38,268)
Principal payments on finance leases	(4,827)	(4,082)
Net cash (used in) provided by financing activities	(107,458)	494,395
Effect of exchange rate changes on cash and cash equivalents	2,146	12,410
Net increase (decrease) in cash and cash equivalents	43,490	(9,038)
Cash and cash equivalents at beginning of period	168,831	185,094
Cash and cash equivalents at end of period	\$ 212,321	\$ 176,056
Supplemental information:		
Cash paid during the period for:		
Interest	\$ 26,867	\$ 34,839
Income taxes, net of refunds received of \$4.0 million and \$1.5 million	\$ 115,933	\$ 54,967