

CONCRETE PUMPING HOLDINGS

NASDAQ: BBCP



INVESTOR PRESENTATION | September 2026

Disclaimer



Forward-Looking Statements

This investor presentation includes "forward-looking statements" within the meaning of the "safe harbor" provisions of the Private Securities Litigation Reform Act of 1995. The Company's actual results may differ from expectations, estimates and projections and consequently, you should not rely on these forward-looking statements as predictions of future events. Words such as "expect," "estimate," "project," "budget," "forecast," "anticipate," "intend," "plan," "may," "will," "could," "should," "believes," "predicts," "potential," "continue," "outlook" and similar expressions are intended to identify such forward-looking statements. These forward-looking statements include, without limitation, the Company's expectations with respect to future performance, including the Company's fiscal year 2026 outlook. These forward-looking statements involve significant risks and uncertainties that could cause actual results to differ materially from expected results. Most of these factors are outside the Company's control and are difficult to predict. Factors that may cause such differences include, but are not limited to: the adverse impact of recent inflationary pressures, changes in foreign trade policies, restrictive monetary policies, global economic conditions and developments related to these conditions, such as fluctuations in fuel costs on our business; adverse and severe weather conditions; the outcome of any legal proceedings, rulings or demand letters that may be instituted against or sent to the Company or its subsidiaries; the ability of the Company to grow and manage growth profitably and retain its key employees; the ability to complete targeted acquisitions and to realize the expected benefits from completed acquisitions; changes in applicable laws or regulations; the possibility that the Company may be adversely affected by other economic, business, and/or competitive factors; and other risks and uncertainties indicated from time to time in the Company's filings with the Securities and Exchange Commission, including the risk factors in the Company's latest Annual Report on Form 10-K and Quarterly Reports on Form 10-Q. The Company cautions that the foregoing list of factors is not exclusive. The Company cautions readers not to place undue reliance upon any forward-looking statements, which speak only as of the date made. The Company does not undertake or accept any obligation or undertaking to release publicly any updates or revisions to any forward-looking statements to reflect any change in its expectations or any change in events, conditions or circumstances on which any such statement is based.

Industry and Market Data

In this Investor Presentation, we rely on and refer to information and statistics regarding market participants in the sectors in which the Company competes and other industry data. We obtained this information and statistics from third-party sources, including reports by market research firms, and company filings.

Historical and Projected Financial Information

Annual financial information of the Company is based on its fiscal year end of October 31. This Investor Presentation contains financial forecasts, which were prepared in good faith by the Company on a basis believed to be reasonable. Such financial forecasts have not been prepared in conformity with generally accepted accounting principles ("GAAP"). The Company's independent auditors have not audited, reviewed, compiled or performed any procedures with respect to the projections for the purpose of their inclusion in this Investor Presentation, and accordingly, they have not expressed an opinion nor provided any other form of assurance with respect thereto for the purpose of this Investor Presentation. These projections are for illustrative purposes only and should not be relied upon as being necessarily indicative of future results. Certain of the above-mentioned projected information has been provided for purposes of providing comparisons with historical data. The assumptions and estimates underlying the prospective financial information are inherently uncertain and are subject to a wide variety of significant business, economic and competitive risks and uncertainties that could cause actual results to differ materially from those contained in the prospective financial information. Projections are inherently uncertain due to a number of factors outside of the Company's control. Accordingly, there can be no assurance that the prospective results are indicative of future performance of the Company or that actual results will not differ materially from those presented in the prospective financial information. Inclusion of the prospective financial information in this Investor Presentation should not be regarded as a representation by any person that the results contained in the prospective financial information will be achieved.

Non-GAAP Financial Measures

This Investor Presentation includes non-GAAP financial measures, including but not limited to Adjusted EBITDA, Adjusted EBITDA margin, Free Cash flow, Leverage Ratio and Net Debt. The Company defines Adjusted EBITDA as net income calculated in accordance with GAAP plus interest expense and amortization of deferred financing costs, net interest income, income tax expense, depreciation and amortization, transaction expenses, loss on debt extinguishment, stock-based compensation, changes in the fair value of warrant liabilities, other expense (income), net, goodwill and intangibles impairment and other adjustments. Other adjustments include non-recurring expenses, research and development expenses and non-cash currency gains/losses. Transaction expenses represent expenses for legal, accounting, and other professionals that were engaged in the completion of various acquisitions. Adjusted EBITDA margin is defined as Adjusted EBITDA divided by total revenue for the period presented. Free Cash Flow is defined as Adjusted EBITDA less net maintenance capital expenditures and cash paid for interest, net of interest income. Maintenance capital expenditures are investments in replacing existing equipment. The leverage ratio is defined as the ratio of net debt to Adjusted EBITDA for the trailing four quarters. The Company believes its leverage ratio measures its ability to service its debt and its ability to make capital expenditures. Additionally, the leverage ratio is a standard measurement used by investors to gauge the creditworthiness of an institution. Net Debt as a specified date reflects all principal amounts outstanding under debt agreements less cash. These measures should not be used as substitutes for their most comparable measures calculated in accordance with GAAP. The Company believes that the Adjusted EBITDA non-GAAP measure provides useful information to management and investors regarding certain financial and business trends relating to the Company financial condition and results of operations. The Company's management uses Adjusted EBITDA to compare performance to that of prior periods for trend analyses and for budgeting and planning purposes. The Company believes the Net Debt non-GAAP measure provides useful information to management and investors in order to monitor the Company's leverage and evaluate the Company's consolidated balance sheet. The Company believes the Free Cash flow measure provides useful information to management and investors in order to monitor and evaluate the cash flow yield of the business. You should not rely on any single financial measure to evaluate the Company's business. Other companies may calculate these non-GAAP measures differently, and therefore it may not be directly comparable to similarly titled measures of other companies.

See the reconciliations of Non-GAAP Adjusted EBITDA, Net Debt, Free Cash Flow and Leverage Ratio measures on slides 29-32. The Company has not reconciled the forward-looking Adjusted EBITDA guidance range and Free Cash Flow range included in this presentation to the most directly comparable forward-looking GAAP measures because this cannot be done without unreasonable effort due to the lack of predictability regarding the various reconciling items such as provision for income taxes and depreciation and amortization.

Business Overview

Concrete Pumping



- Largest¹ concrete pumping service provider in the U.S. (Brundage-Bone + Capital) & the U.K. (Camfaud)
- Optimize utilization through broad geographic footprint & comprehensive suite of equipment

Concrete Waste Management



- Leading concrete waste management service provider in the U.S.¹; emerging presence in U.K.
- Simple, fully-compliant & cost-effective solution for handling concrete washout

Key Highlights

\$423M Revenue

TTM Q3'26

\$106M Adj. EBITDA²
25.1% Margin

TTM Q3'26

\$48M Free Cash Flow³

TTM Q3'26

Market Leader¹

In Every Region Served

Our Equipment

Truck-Mounted Boom Pumps



Stationary Concrete Pumps



Placing Booms



Telebelts



Eco-Pan Crane Trucks



Eco-Pan Roll Off Trucks



¹ Management estimates based on fleet size.

² See appendix for a reconciliation of this non-GAAP measure.

³ Defined as Adjusted EBITDA (see appendix for a reconciliation of this non-GAAP measure) less net maintenance capex less cash paid for interest, net of interest income.

Who We Are

- We are the largest¹ U.S. & U.K. concrete pumping service provider with a high-growth concrete waste management service (Eco-Pan)
- We are a specialty service provider
 - Experienced professionals operate a fleet of highly technical equipment
 - Our clients are construction companies; we invoice daily and have strong pipeline visibility
 - Outstanding service levels are paramount to our value proposition
- **We DO NOT:**
 - Rent our concrete pumping equipment to customers
 - Take possession of concrete
 - Accept liability for the concrete we place
 - Accept construction risk
 - Use percentage of completion accounting

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¹ Management estimates based on revenue and equipment count.

Highly Attractive and Low Risk Business Model



- | | | | |
|--|--|---|---|
| <p>A CPH does not purchase, transport or own concrete</p> <ul style="list-style-type: none"> ■ No commodity inventory risk ■ No liability from bad concrete or spillage | <p>B CPH simply pumps pass-through concrete</p> <ul style="list-style-type: none"> ■ Pure service business ■ Invoices daily for the service | <p>C Non-CPH employees on-site lay the foundation</p> <ul style="list-style-type: none"> ■ Limited risk for poor foundation ■ Pumping is a productivity enhancer for contractors | <p>D Limited risk for Eco-Pan</p> <ul style="list-style-type: none"> ■ No ownership of waste ■ Pans sealed to prevent leakage ■ Eco-Pan is not responsible for filling the pans or spillages that occur on site |
|--|--|---|---|

Concrete pumping service involves passing concrete from a mixing truck to the target site. Lack of ownership and employees on the ground limits CPH's risk and liability.

Why Customers Choose CPH for Concrete Placement

**Concrete Placement is
Highly Critical & Time Sensitive**

**Need for Faster, Safer &
Higher Quality Service**

Advantages of concrete pumping

~90 mins

Time before ready-mix concrete perishes

~10%

*Ready-mix material concrete costs
(as % of overall project costs)*

~1-2%

*Concrete pumping costs
(as % of overall project costs)*

CPH Competitive Advantages

Technical Expertise

- 40+ years of successful operating history
- Experienced and knowledgeable operators

Availability

- More pumps and skilled operators than competitors¹

Reliability

- Track record of quality and on-time completion

Wide Range Of Equipment

- ~850 boom pump trucks ranging from 20 to 67 meters
- ~530 stationary pumps, placing booms, telebelts, etc.

¹ Management estimates based on fleet size.

Advantages of Our Scale

Purchasing benefits

for fuel, OEM capex purchases & parts

Breadth of services

to service large, more complex jobs

Trained operators

with a leading track record of safety

Fleet availability

to match customer demand & requirements

Higher utilization

leads to higher revenue per equipment



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In our industry, we compete based upon level of customer service, fleet availability and equipment breadth...

...Our unique strengths in these areas lead to premium margin levels.

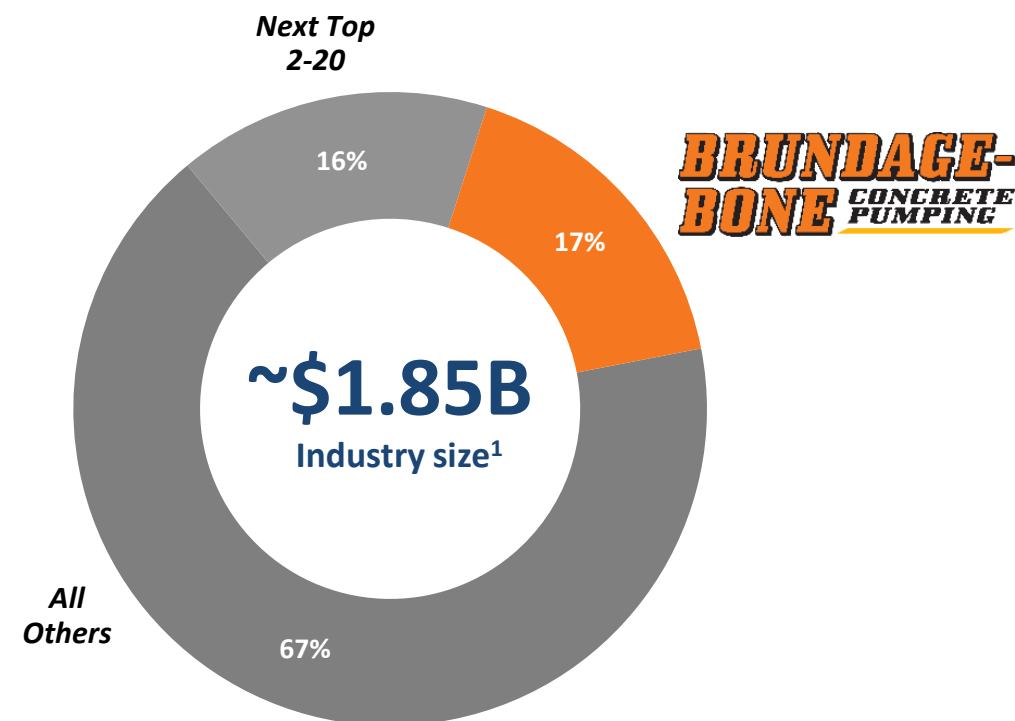
Why Invest in CPH?

- ✓ Largest player¹ in the US and UK in a growing industry
- ✓ Eco-Pan is a disruptive solution with strong secular tailwinds
- ✓ Proven acquisition platform and industry consolidator
- ✓ Experienced team with aligned incentives
- ✓ Strong financial profile and unit economics

U.S. Concrete Pumping Industry Market Share¹

(% of Concrete
Pumping Spend)

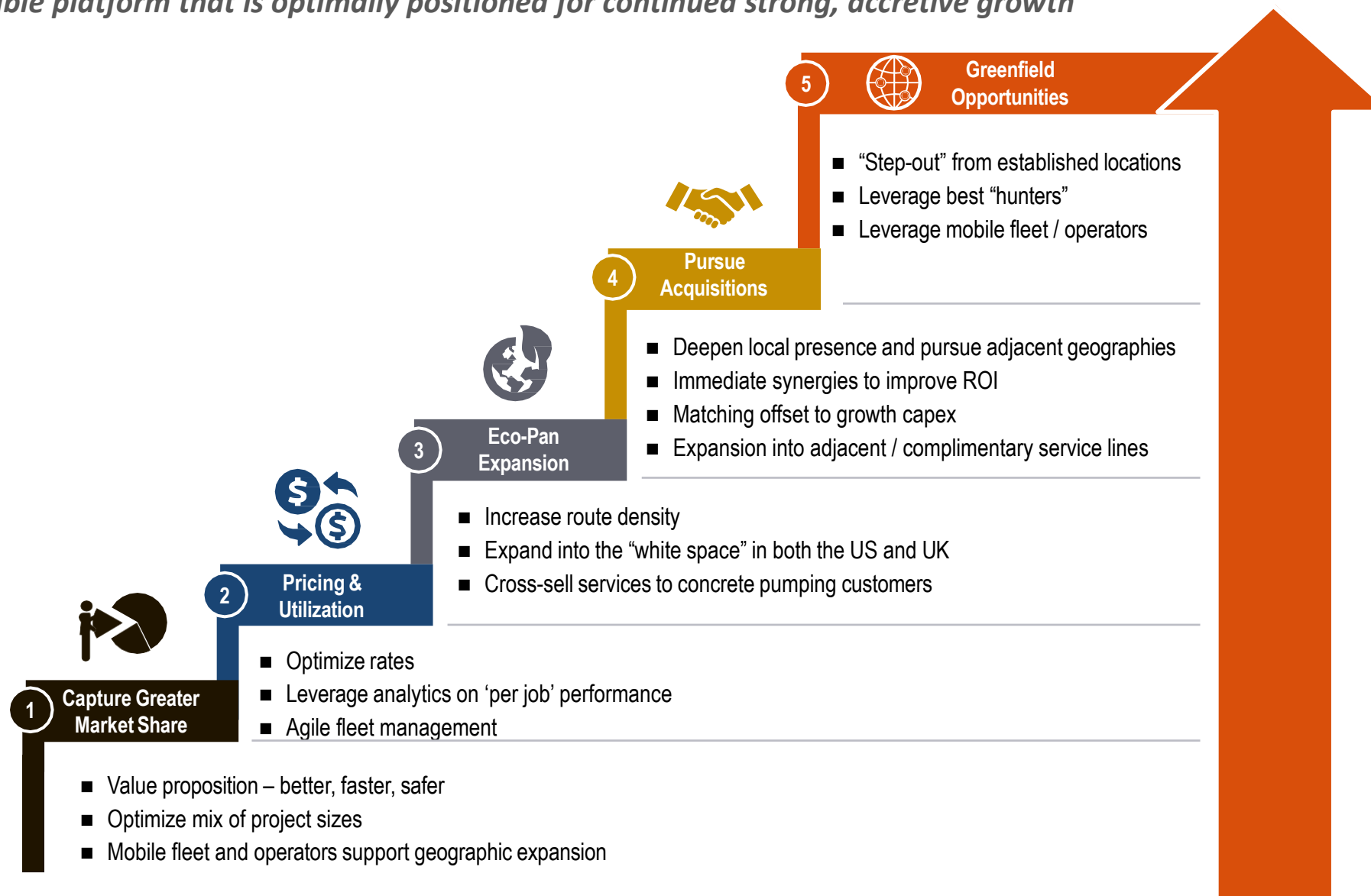
~6x Larger Than Nearest
Competitor¹



¹ Management estimates based on revenue.

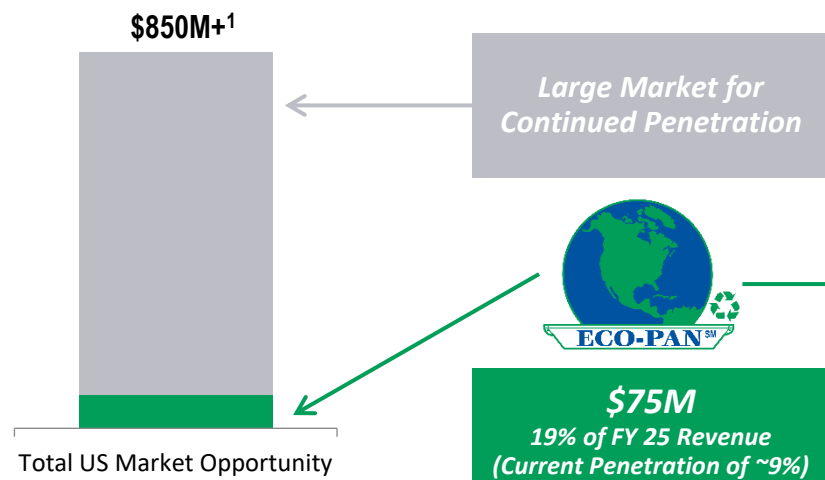
Framing the Long Term CPH Growth Opportunity

Unique, scalable platform that is optimally positioned for continued strong, accretive growth



Disruptive Concrete Waste Management Solution

Eco-Pan U.S. Market Opportunity



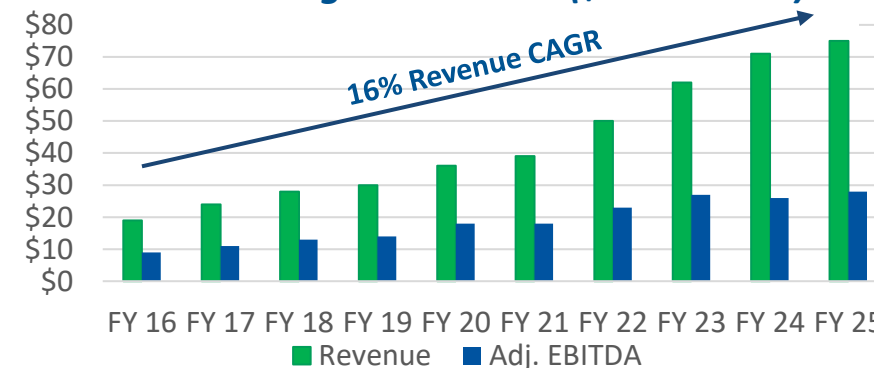
Key Factors for Increased Penetration of Eco-Pan

- ✓ Leverage our concrete pumping footprint
- ✓ Environmental protection & violation avoidance
- ✓ Drive increasing route density
- ✓ Every concrete placement requires a washout service

Washout Method Alternatives



Eco-Pan Organic Growth (\$ in millions)²

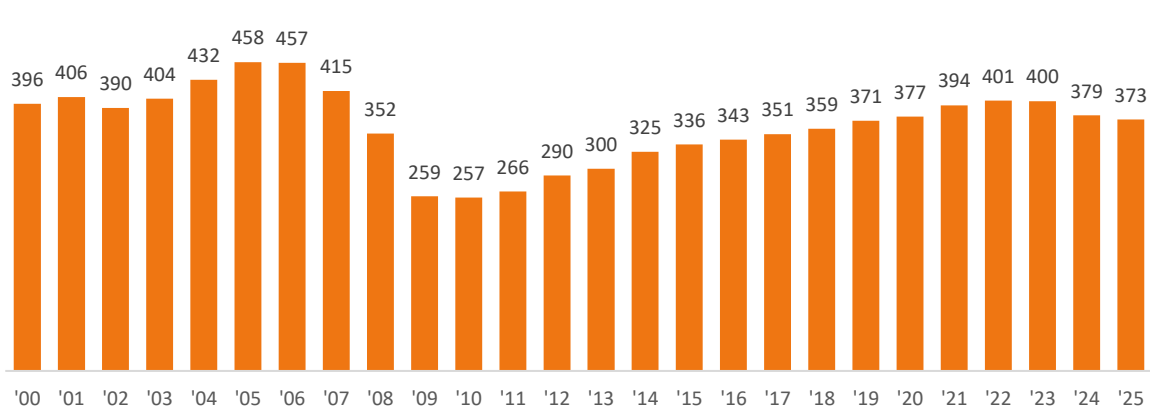


¹ Management estimates based on revenue.

² During the first quarter of fiscal year 2025, the Company updated its allocation methodology of corporate costs to better align with the manner in which the Company now allocates resources and measures performance. As a result, segment results for fiscal year 2024 have been reclassified from \$28 million to conform to our current period presentation of \$26 million. FY23 and earlier periods are not restated.

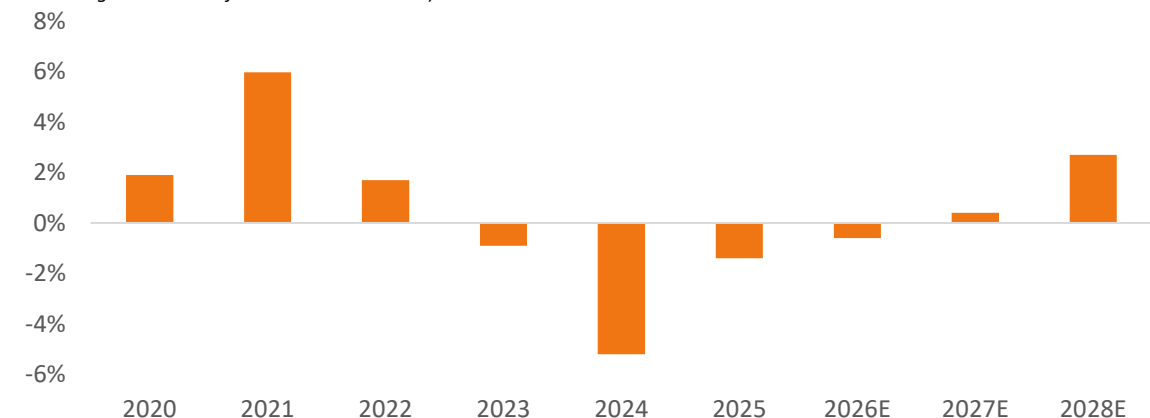
U.S. Business Conditions

U.S. Concrete Production⁽¹⁾

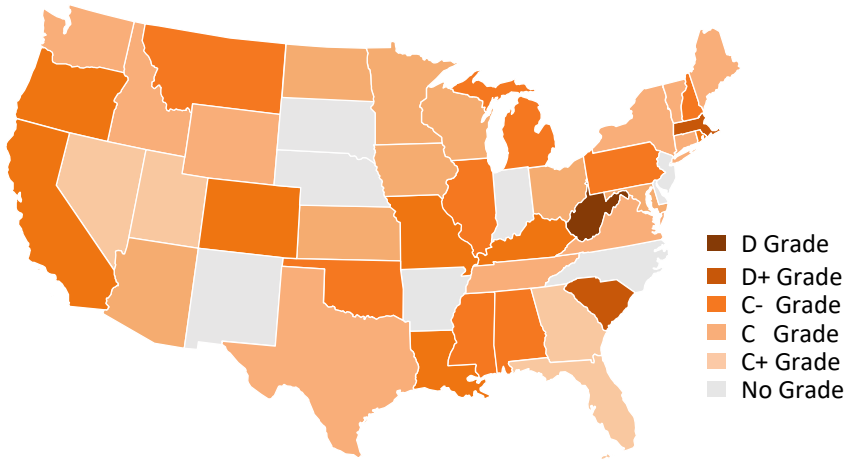


U.S. Cement Consumption Outlook ⁽³⁾

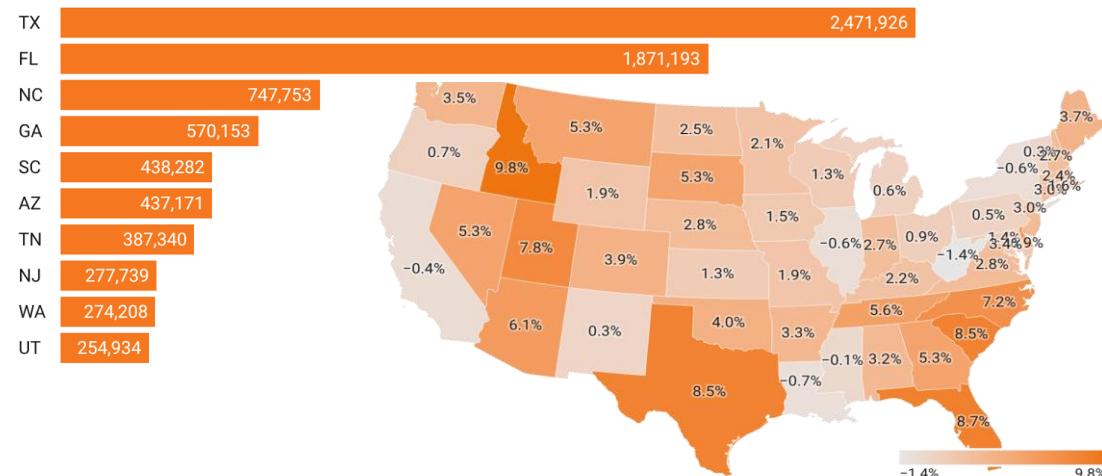
(YoY % change in millions of metric tons consumed)



Aging U.S. Infrastructure Catalyzed Public & Private Investment⁽²⁾



CPH Operates in 9 of 10 States With Fastest Population Growth⁽⁴⁾



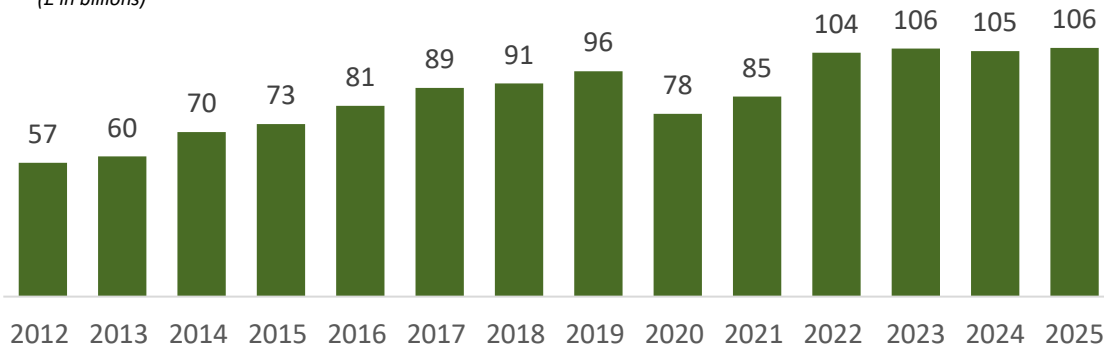
¹ NRMCA (National Ready Mixed Concrete Association). www.nrmca.org/association-resources/production-statistics
² Infrastructurereportcard.org – state infrastructure facts by the American Society of Civil Engineers. <https://infrastructurereportcard.org>
³ Based on management estimates and industry research.
⁴ US Census Bureau. Data measured from 2020 – 2025. <https://www.census.gov/data/tables/time-series/demo/popest/2020s-national-total.html>

Camfaud is the Largest¹ Concrete Pumping Company in the U.K. Construction Market



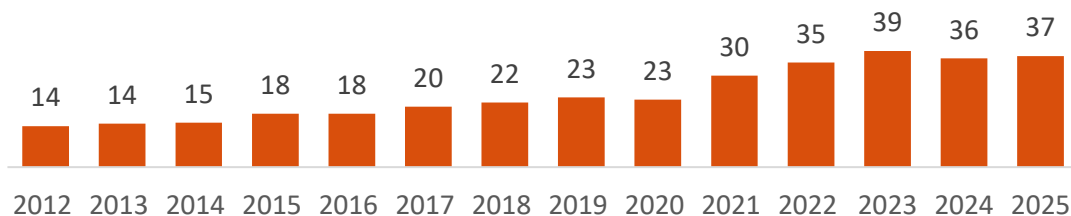
U.K. Construction Spending Excluding Infrastructure Spending²

(£ in billions)



U.K. Infrastructure Spending²

(£ in billions)



Drivers of Strong U.K. Infrastructure Spending

Ten-Year U.K. Infrastructure Pipeline (2025–2035): 734 projects, ~£718 billion of planned capital investment³

- Energy is the largest sector at ~£365 billion — grid reinforcement, nuclear and carbon capture.
- Water and wastewater — £104 billion of regulated capex over 2025–2030 under AMP8, including new reservoirs and storm overflow infrastructure⁴.
- Data centers and AI infrastructure — heavily concrete-intensive, with raft foundations, thick slabs and large continuous pours.

Planning Reform Accelerating Delivery⁵

- Revised National Planning Policy Framework, effective August 2026, strengthens support for data centers, AI Growth Zones and the grid infrastructure required to serve them.
- Data centers now able to use the nationally significant infrastructure consenting route which delivers faster and more predictable outcomes.

Major Projects on the Pathway to Net Zero by 2050

- Small modular reactors — first U.K. fleet of three units contracted for Wylfa in April 2026, a concrete-intensive nuclear program running through the 2030's⁶.
- High-speed railway ("HS2") — concrete-intensive ~£90 billion+ program following the May 2026 reset, with initial Birmingham services 2036–2039 and London Euston 2040–2043, giving a delivery runway into the 2040's⁷.

¹ Management estimates based on revenue.

² U.K. Office for National Statistics – Output in the construction industry. Current amounts as of September 3, 2026.
<https://www.ons.gov.uk/businessindustryandtrade/constructionindustry/datasets/outputintheconstructionindustry>

³ NISTA, U.K. Infrastructure Pipeline update, March 2026.

⁴ Competition and Markets Authority, PR24 final determinations, March 2026.

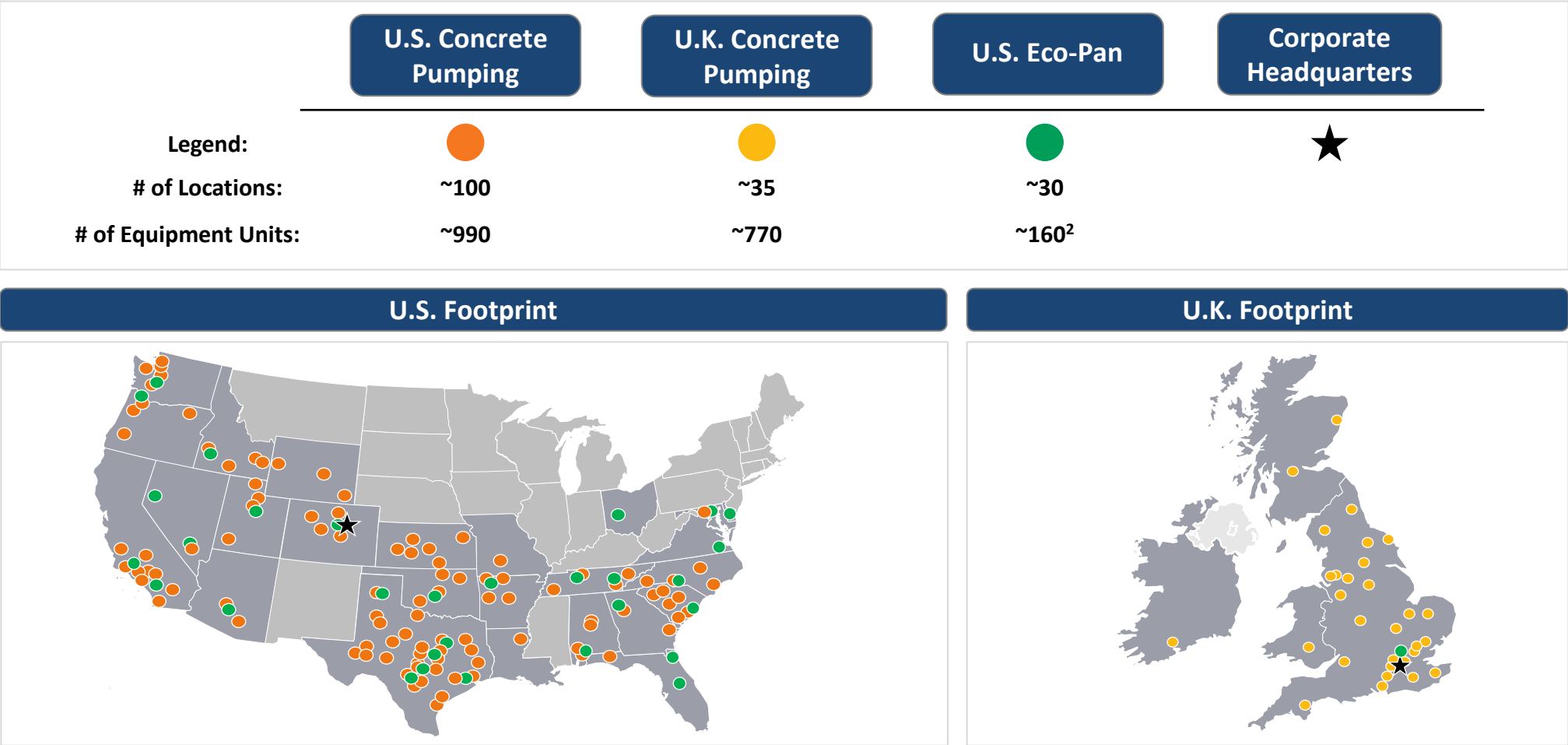
⁵ Ministry of Housing, Communities and Local Government, National Planning Policy Framework, August 2026.

⁶ Great British Energy – Nuclear, April 2026.

⁷ Department for Transport, HS2 six-monthly report to Parliament, May 2026.

Unrivaled Geographic Footprint in Two Regions

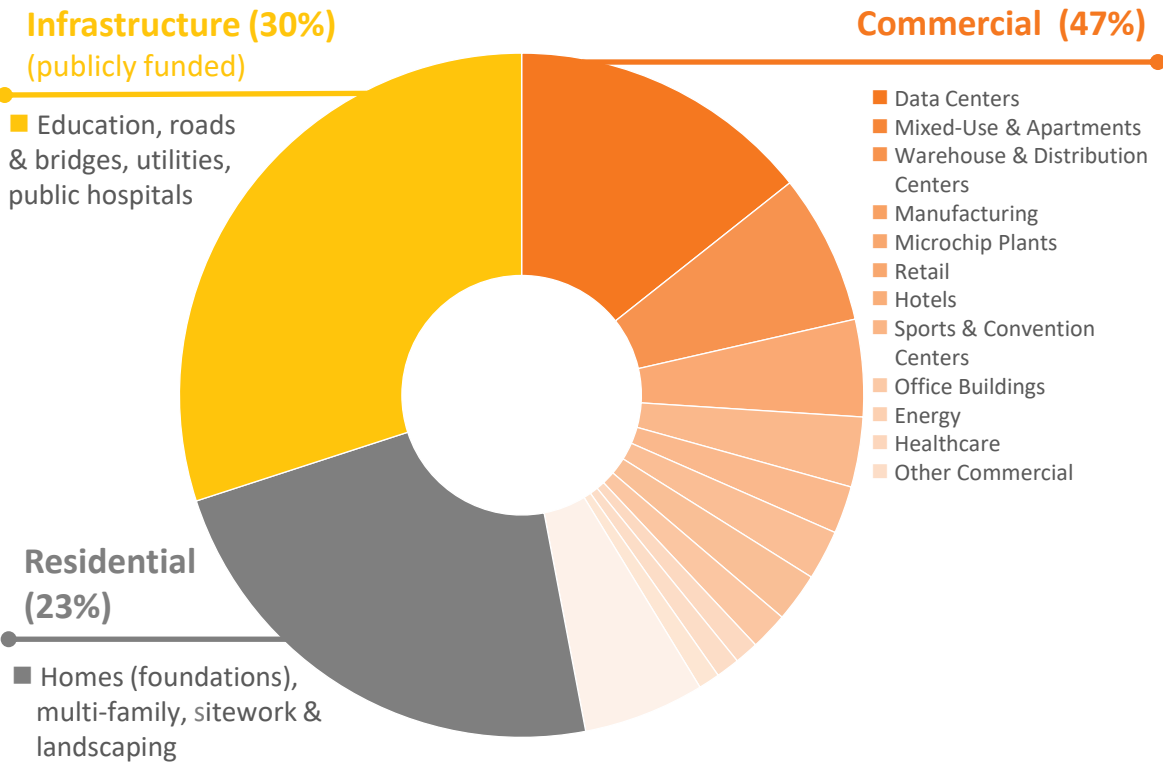
#1 Player¹ in Each Region Served for All Business Segments



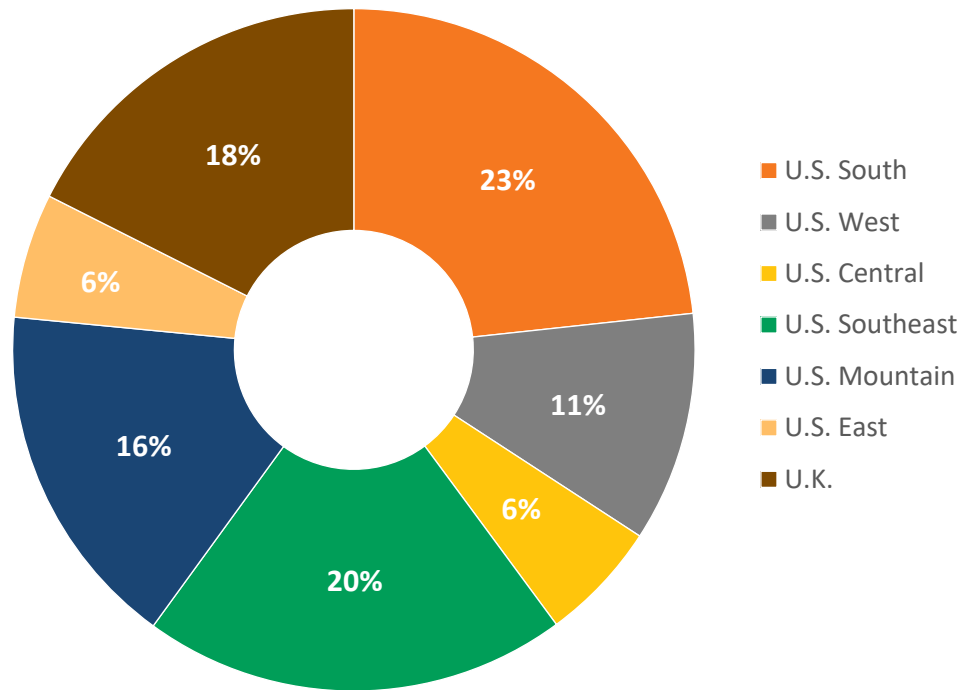
Note: Thornton, CO is the HQ for CPH, Epping, England (near London) is the main corporate office in the U.K. Location and equipment data is as of July 31, 2026.
¹ Management estimates based on fiscal 2025 revenue.
² Represents truck count.

Diversified Regional & End Market Exposure

Diverse End Market Exposure¹



U.S. Regional & U.K. Exposure²



¹ End market breakdown based on TTM as of July 31, 2026. Work-mix is subject to change.

² Analysis is based on CPH's TTM revenue from concrete pumping as of July 31, 2026.

Disciplined Approach to Fleet Management

- We own our entire fleet (no leasing)
- Employ qualified mechanics to ensure fleet is well maintained
- Leverage scale and fleet mobility to achieve target utilization level of ~80%
- Scale allows us to purchase equipment and parts directly from suppliers and OEMs at a discount to peers
- Equipment lasts ~20 years due to in-house maintenance expertise and strategic replacement of wear parts; repairs are expensed as incurred

CPH Fleet Overview¹

(Pump lengths in meters; avg. age and useful life in years)

Equipment Type	Fleet Count	Average Age	Expected Useful Life
Up to 33m	217	7.9	25
34m to 43m	358	8.1	20
44m to 51m	145	7.2	15
52m+	128	7.2	10
Total Boom Trucks	848	7.7	19
Stationary / Other	415	9.2	20
Placing Booms	88	14.5	20
Telebelts	25	7.4	15
Eco-Pan	160	6.3	15
Generators & Fuel Tanks	388	4.5	10
Grand Total	1,924	7.6	17

¹ Fleet profile as of July 31, 2026.

Proven & Unique M&A Platform

- **Acquirer of Choice:** Completed ~65 acquisitions since 1983 (avg. estimated acquisition Adjusted EBITDA multiples before synergies <4.5x)
- **Benefits of Scale:** Capability to increase target's Adjusted EBITDA margins through utilization increases, price optimization, capex and fuel purchasing discount, and operating expense synergies
- **Clear Acquisition Criteria:** Attractive market, strong management, good employee and customer relationships, well maintained fleet and meaningful potential for synergies
- **Proven Growth Avenue:** Supports growth in all economic markets, including recessionary environment by acquiring struggling competitors
- **Compelling Tax Benefits Available:** Transactions typically structured for 100% cost expensing for tax purposes
- **Strong Acquisition Pipeline:** ~\$100M of additional Adjusted EBITDA identified
- **Adjacent Market Opportunities:** Expansion through organic product introductions and acquisitions including Templant in the U.K. (temporary power solutions)

Acquisitions Since 2016

Company Name	Location	Fiscal Year Acquired	Purchase Price (millions)	Strategy
Camfaud	U.K.	2016	£45.5	New Market
Reilly	U.K.	2017	£10.2	New Market
O'Brien	CO	2018	\$21.0	Tuck-In
Atlas	ID	2019	\$3.8	Tuck-In
Capital	TX	2019	\$129.2	Tuck-In
HDCE	CA	2021	\$5.5	Tuck-In
McKenzie	U.K.	2021	£1.8	Tuck-In
Hi-Tech	TX	2021	\$12.2	Tuck-In
Pioneer	GA / TX	2022	\$20.1	Tuck-In
UKSGP	U.K.	2022	£2.3	Tuck-In
Advanced	TX	2022	\$5.1	Tuck-In
Landmark	AL / FL	2022	\$3.2	New Market
Coastal	NC, SC, & FL	2022	\$31.0	New Market
Cherokee	GA	2023	\$6.3	Tuck-In
CGA	Ireland	2026	€2.1	New Market
Templant	U.K.	2026	£9.0	New Service Offering

Note: Figures above are indicative of historical acquisition results. There can be no assurances that future acquisitions will occur or perform in line with historical achievements.

Industry-Leading Team Highly Aligned with Shareholders

Bruce Young
Chief Executive Officer



- CEO since 2008, CEO of Eco-Pan since 1999
- **45+ years of industry experience**

Iain Humphries
Chief Financial Officer



- CFO since 2016
- CFO of Wood Group PSN Americas (LSE:WG): 2013 – 2016
- **30+ years of international financial & managerial experience**

Mark Young
President, U.S. Concrete Pumping



- President of US Pumping since 2018
- **20+ years of industry experience**

Tony Faud
Managing Director, U.K.



- Managing Director of CPH's U.K. Operations since 2002
- **35+ years of industry experience**

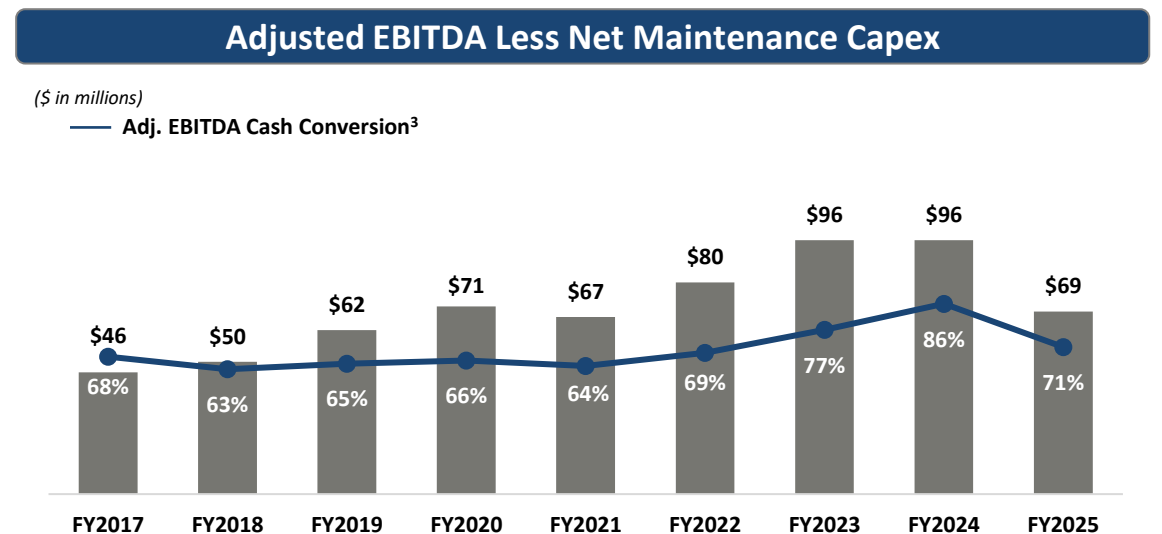
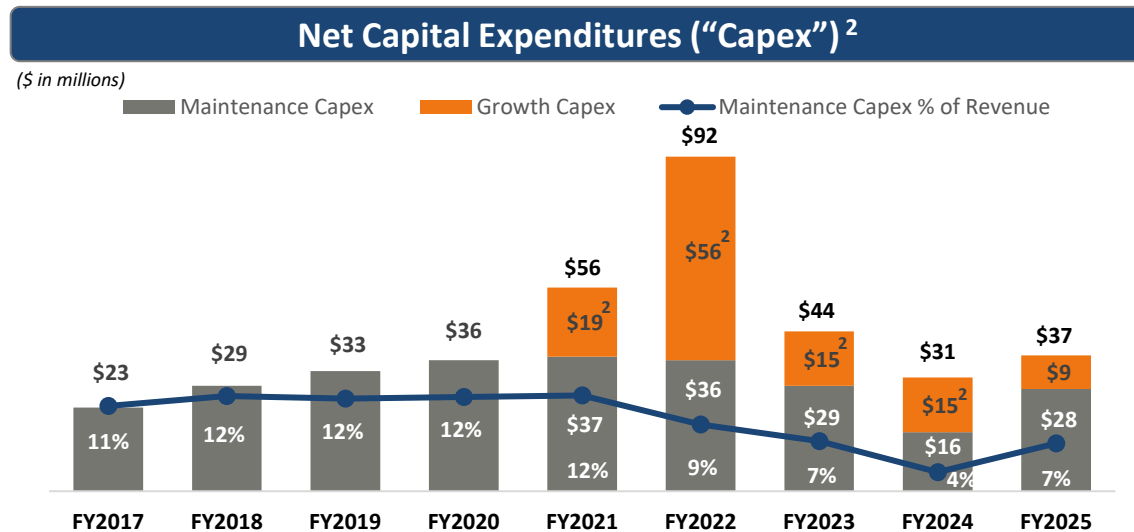
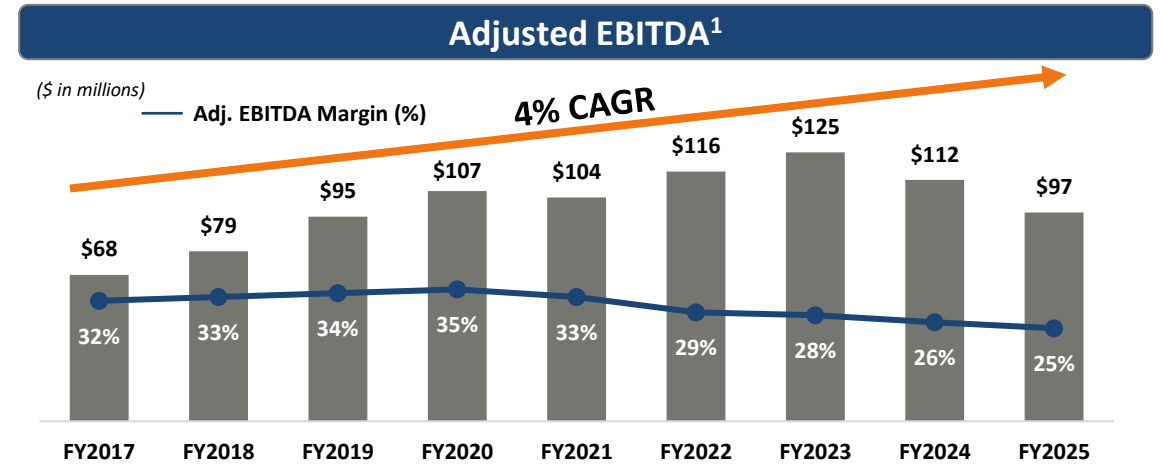
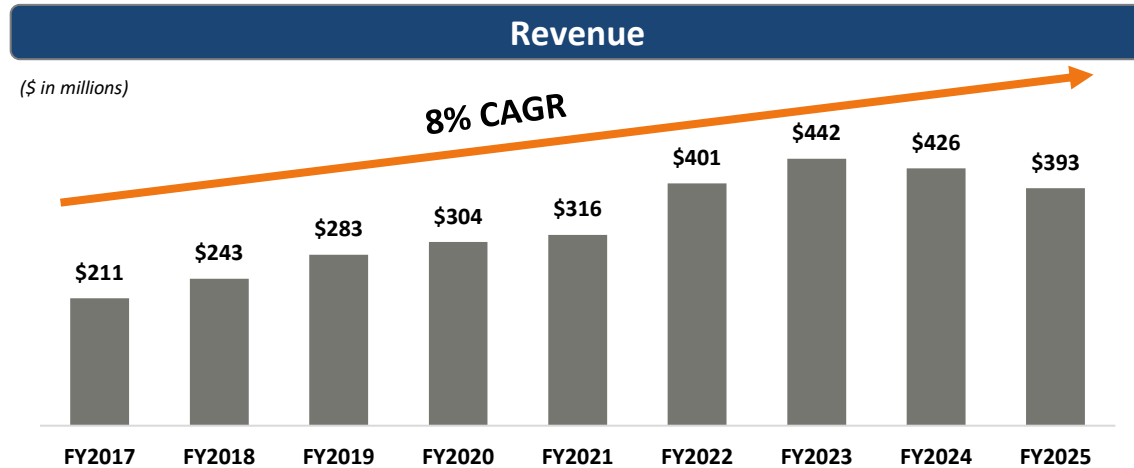
Casey Mendenhall
President, Eco-Pan



- President of Eco-Pan since 2019
- **30+ years of industry experience**

CPH Management Team Beneficially Owns ~6% of the Company

Key Financial Performance Trends



Note: CPH has an October 31st fiscal year end. Figures may not sum due to rounding.

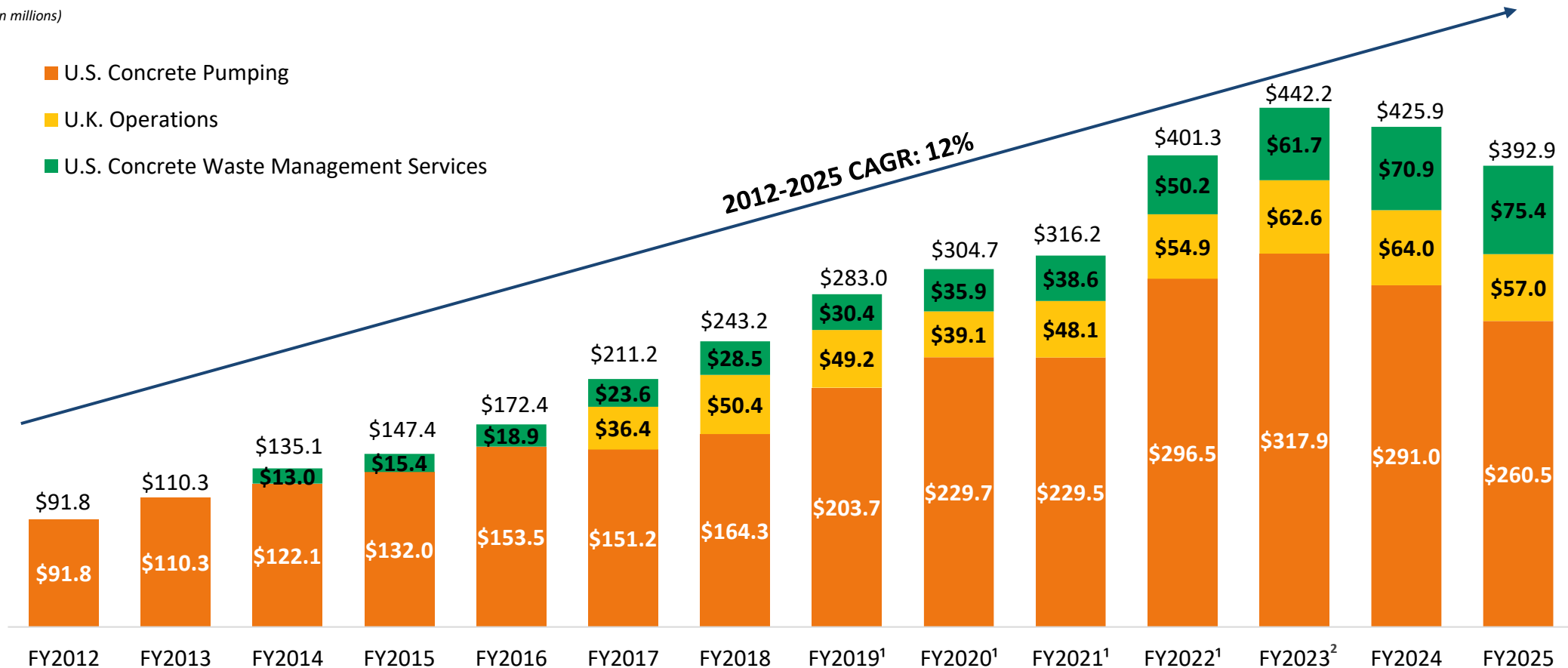
¹ Adjusted EBITDA and Adjusted EBITDA margin are non-GAAP financial measures. See appendix for a reconciliation of Adjusted EBITDA to net income. EBITDA margin is calculated by dividing Adjusted EBITDA by total revenue for the period presented.

² In fiscal years 2021 through 2023, a significant portion of the Company's Net Capex in the statement of cash flows included growth investments, which are shown as Growth Capex above. Fiscal 2021 Growth Capex includes M&A Capex of \$12.2 million for HiTech Concrete Pumping. Fiscal 2022 growth capex of \$56.0 million is primarily from M&A activity, the largest of which was Coastal Carolina for \$31.0 million. Fiscal 2023 includes \$6.2 million of M&A activity. Fiscal 2024 includes \$2.1m in Real Estate capex.

³ Adjusted EBITDA cash conversion is calculated by dividing Adjusted EBITDA less net maintenance capex by Adjusted EBITDA for the period presented.

Historical Growth by Segment

(\$ in millions)



Note: Historical revenue as reported.

¹ FY2019, FY2020, FY2021 and FY2022 had Corporate and Intersegment revenue of \$(0.3)M, \$(0.5)M, \$(0.4)M, and \$(0.3)M respectively.

² As of FY2023, the Company no longer includes Intersegment or Corporate revenue in total revenue. FY2023 has been recast to reflect these changes.

FY 2026 Outlook

(\$ in millions)	FY 2025 Actual	FY 2026 Outlook	FY 2026 Commentary
Revenue	\$393	\$425-\$435	- Assumes no meaningful recovery for the light commercial and residential construction end markets as volumes remain challenged in FY 2026. - Positive outlook for infrastructure spending remains. - Eco-Pan continues to capitalize on organic growth momentum and improving market conditions. - Continued operational and fleet investment to position the business for growth in 2026 and beyond. In advance of the upcoming stricter NOx emissions standards effective Jan 1, 2027, the Company had approved accelerating certain planned capital equipment investments from calendar year 2027 into calendar year 2026. As of July 31, 2026, the Company has incurred \$1.9 million of accelerated 2027 capital expenditures and estimates another \$17.1 million will be incurred in the fiscal 2026 fourth quarter.
Adj. EBITDA ¹	\$97	\$103-\$108	
Free Cash Flow ²	\$43	Approx. \$50 <i>Implies 10% Yield to Equity Value³</i>	

Initiated Quarterly Cash Dividend on Sept. 3, 2026, with an Initial \$0.13 per Share Dividend Payable on Oct. 2, 2026.

Note: Outlook as of September 3, 2026.

¹ Adjusted EBITDA is defined as net income calculated in accordance with GAAP plus interest expense and amortization of deferred financing costs, net of interest income, income tax expense, depreciation and amortization, transaction expenses, loss on debt extinguishment, stock-based compensation, changes in the fair value of warrant liabilities, other expense (income), net, goodwill and intangibles impairment and other adjustments. See appendix for a reconciliation of this non-GAAP measure.

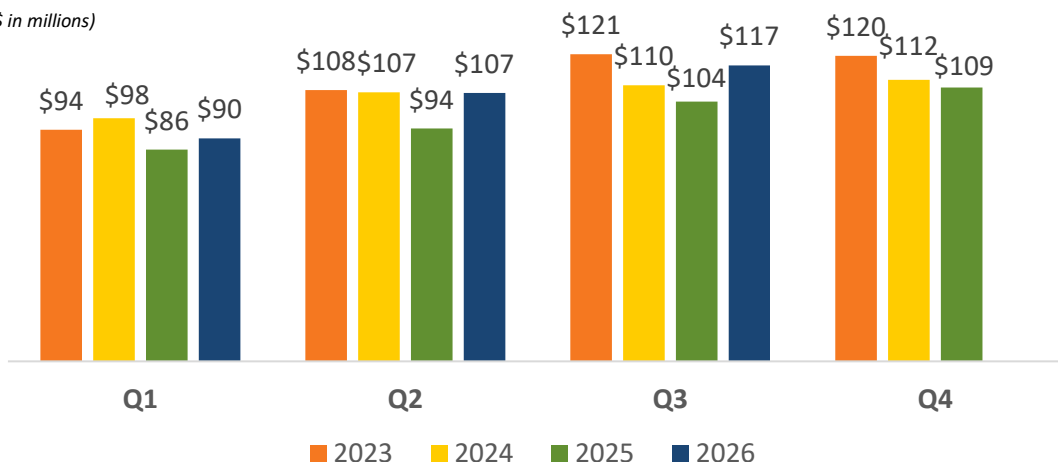
² Free cash flow is defined as Adjusted EBITDA less net maintenance capital expenditures and cash paid for interest, net of interest income. See appendix for a reconciliation of this non-GAAP measure.

³ Free cash flow yield calculated as Adjusted EBITDA less net maintenance capex and cash paid for interest, net of interest income divided by equity value. Free cash flow yield is calculated based on an FY26 outlook of \$50 million for free cash flow.

Quarterly Financial Performance

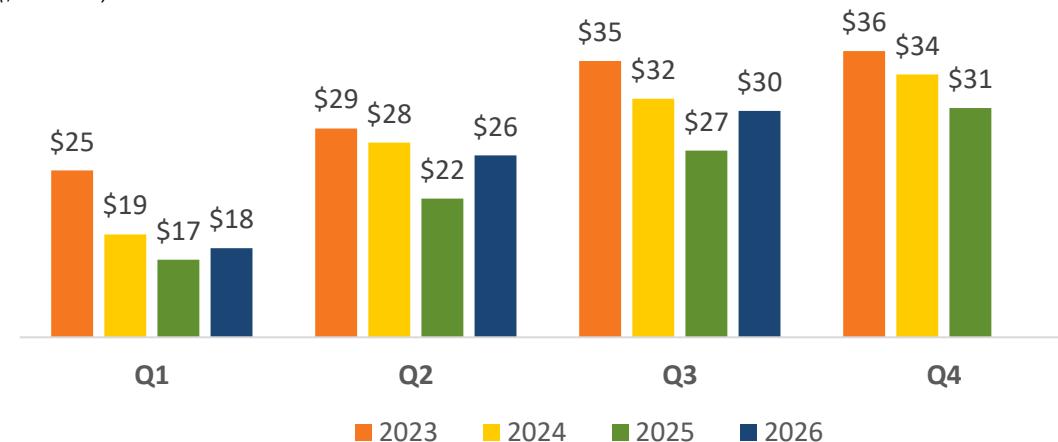
Revenue

(\$ in millions)



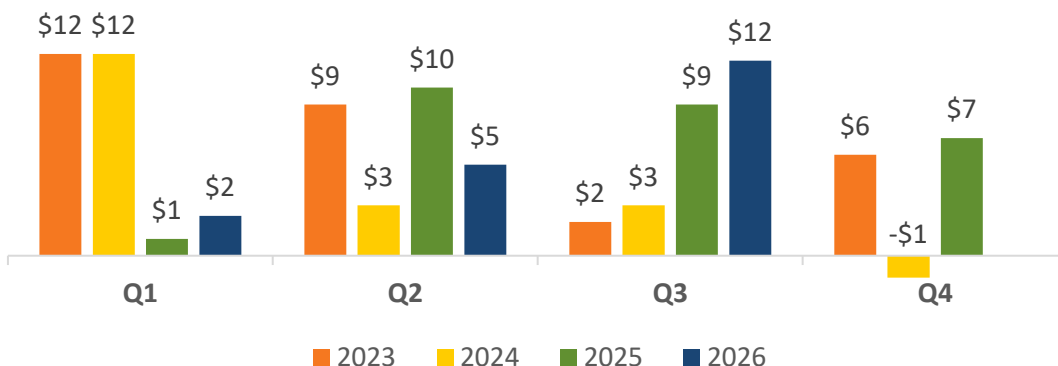
Adjusted EBITDA¹

(\$ in millions)



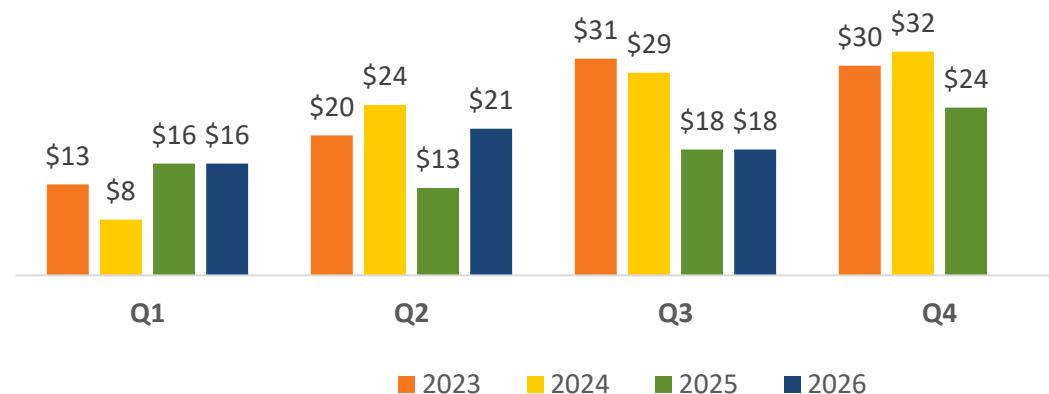
Net Maintenance Capex²

(\$ in millions)



Adjusted EBITDA Less Net Maintenance Capex

(\$ in millions)



Note: Figures may not foot due to rounding.

¹Adjusted EBITDA is a non-GAAP financial measure. See appendix for a reconciliation of Adjusted EBITDA to net income.

²Reflects only maintenance capex, net of proceeds, for each period.

Long-Term Capital Allocation Strategy

Strong Capital Structure

- Financial flexibility with ~\$357M of total available liquidity between cash on the balance sheet and ABL availability.
- Net debt¹ of ~\$382M and leverage ratio¹ of 3.6x.
 - Near-term net leverage target of 3.0x.
- Favorable cash flow characteristics driven by strong margins (25.1% Adj. EBITDA margin¹) Q3 2026, and predictable capex requirements.

Reinvesting Strong Cash Flow into Growth

Organic

- Eco-Pan organic growth momentum with 16% revenue CAGR since FY2016; continued market share gains, greenfield expansion, pricing improvements.
- Continued operational and fleet investment across U.S. Pumping and U.K. Pumping.

M&A

- In 2026, entered Republic of Ireland (CGA) and U.K. temporary power market (Templant).
- Strong Acquisition Pipeline: ~\$100M of additional Adjusted EBITDA, including tuck-in acquisitions and expansion opportunities into adjacent geographies and complementary service lines.
- Compelling tax benefits from acquisitions structured as asset purchases (~\$12M federal NOL at Q3 2026).

Return Excess Cash to Investors

- Initiated a regular quarterly cash dividend in the third quarter of 2026. The first dividend is a \$0.13 per share dividend (\$0.52 annualized), representing an implied 5.65% yield².
 - Payable Oct. 2, 2026, to holders of record Sept. 18, 2026.
- Share Repurchase:
 - Repurchased ~\$38M of shares since fiscal Q3 2022.
 - In August 2026, extended the share repurchase program expiration to November 2028.
 - ~\$12M remains authorized as of July 31, 2026.
- Returned \$1.00 per share through special dividend in 2025 (~\$53M).

Disciplined, prudent, and opportunistic approach to capital allocation

¹ See appendix for a reconciliation of these non-GAAP measures.

² Annualized dividend and yield based on the \$0.13 quarterly dividend and the \$9.21 share price as of 8/28/26. Future dividends are subject to Board declaration.

Key Valuation Information

Trading Data @ (8/28/26)

Stock
Price
\$9.21

\$5.56/\$12.19
52 WEEK LOW/HIGH

312,043
AVG. DAILY VOL. (3 MO.)

53.6M
FULLY DILUTED IN-THE-MONEY
SHARES AND EQUIVALENTS¹

Capital Structure

Enterprise
Value²
\$875M

\$493M
EQUITY VALUE²

\$382M
NET DEBT²

\$357M
TOTAL LIQUIDITY

Financial Overview

TTM Q3'26 Adj.
EBITDA
\$106M

\$423M
TTM Q3'26 REVENUE

25.1%
TTM Q3'26 ADJ. EBITDA MARGIN

3.6x
LEVERAGE RATIO³

\$0.13
QUARTERLY DIVIDEND⁴

Valuation Measures

EV/TTM Adj.
EBITDA²
8.3x

10%
FREE CASH FLOW YIELD⁵

17%
EV/TTM ADJ. EBITDA DISCOUNT
TO SPECIALTY RENTAL PEERS⁶

51%
EV/TTM ADJ. EBITDA DISCOUNT
TO SPECIALTY WASTE PEERS⁷

Source: Public filings and research analyst estimates.

Note: CPH has an October 31st fiscal year end.

¹ Refer to appendix for a reconciliation.

² Represents CPH's equity value calculated (as of the trading date) as the total number of fully diluted in-the-money shares and equivalents multiplied by the current share price of \$9.21. CPH's enterprise value is calculated as equity value plus net debt of \$382 million.

³ Leverage ratio defined as net debt (as defined on slide 33) divided by Adjusted EBITDA over the trailing four quarters.

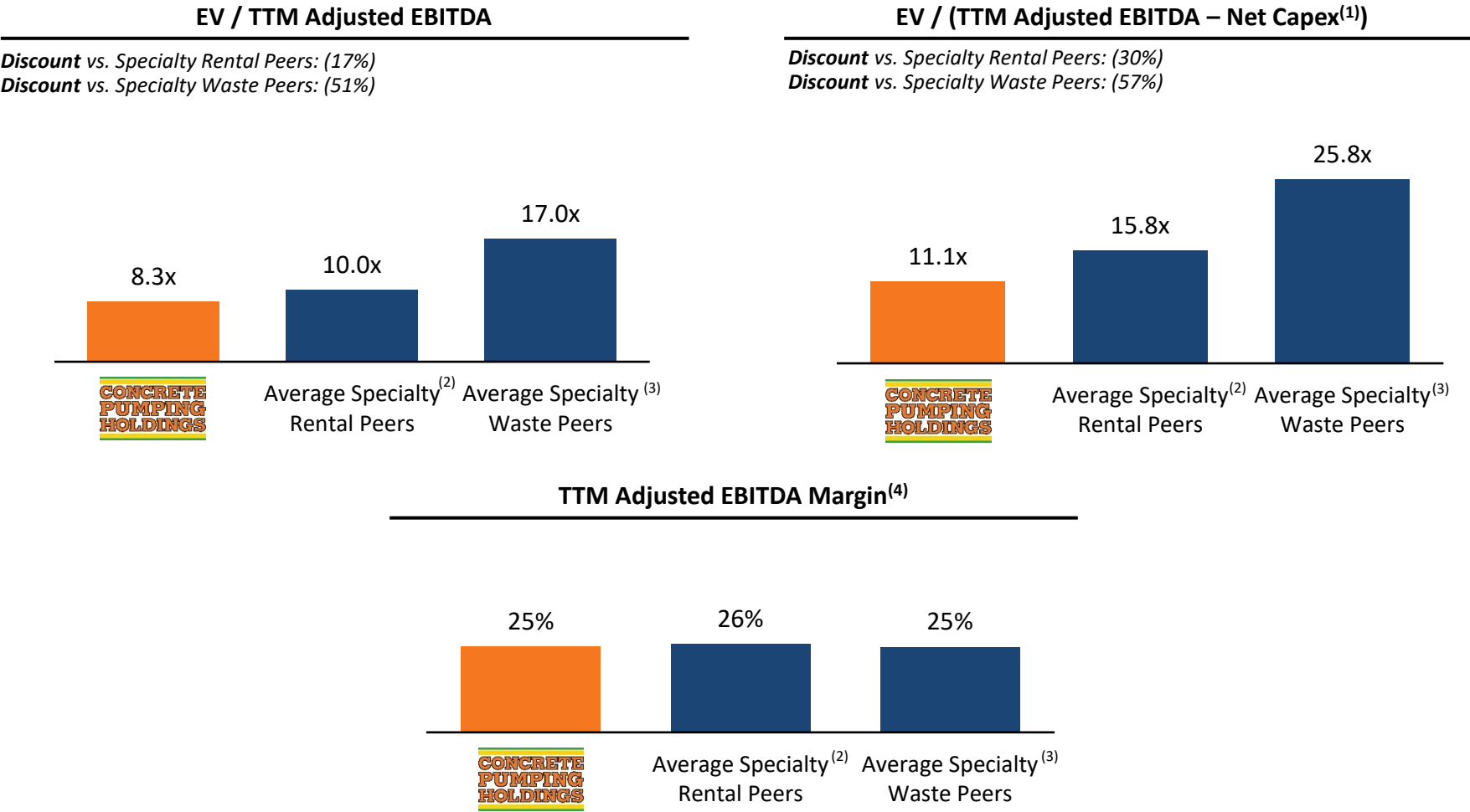
⁴ Quarterly cash dividend declared on September 3rd, 2026.

⁵ Free cash flow yield calculated as Adjusted EBITDA less net maintenance capex and cash paid for interest, net of interest income divided by equity value. Free cash flow yield is calculated on a TTM basis.

⁶ Specialty Rental peers include Custom Truck One Source (formerly known as NESCO), Construction Partners, Inc. and WillScot Mobile Mini.

⁷ Specialty Waste peers include Clean Harbors, Ecolab and Waste Management.

Attractive Financial Profile & Valuation Versus Peers



Source: Public filings and research analyst estimates.
 Note: See slide 24 for CPH's equity value calculation.
¹ CPH capex figure reflects net maintenance capex only.
² Specialty Rental peers include Custom Truck One Source (formerly known as NESCO), Construction Partners, Inc. and WillScot Mobile Mini.
³ Specialty Waste peers include Clean Harbors, Ecolab and Waste Management.
⁴ EBITDA margin is calculated by dividing Adjusted EBITDA by total revenue for the period presented.

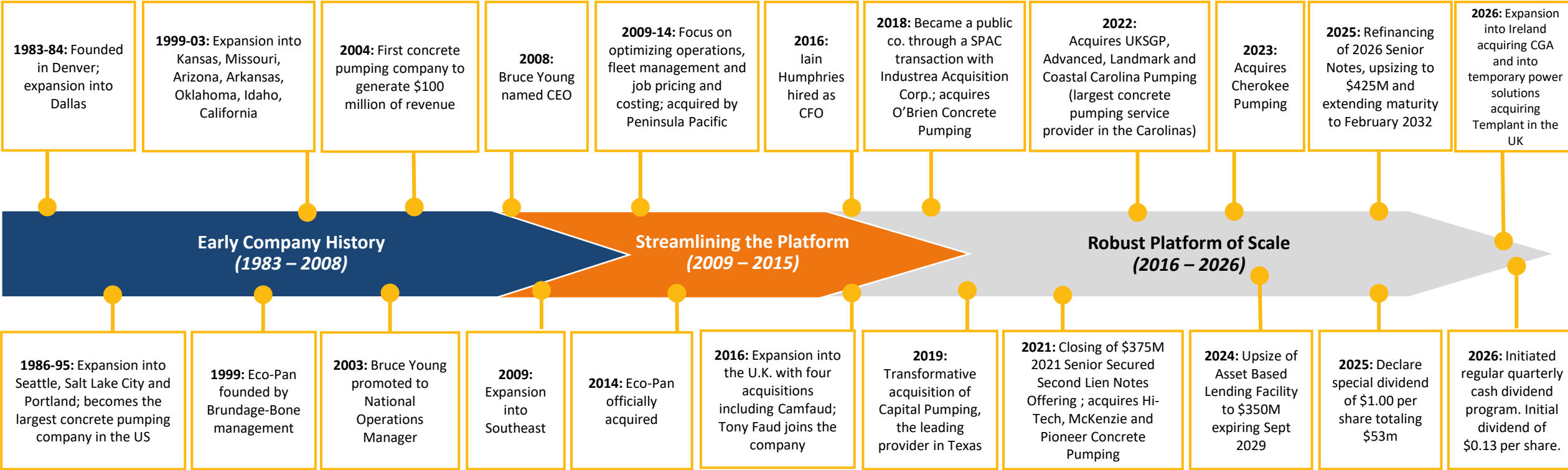


CONCRETE PUMPING HOLDINGS

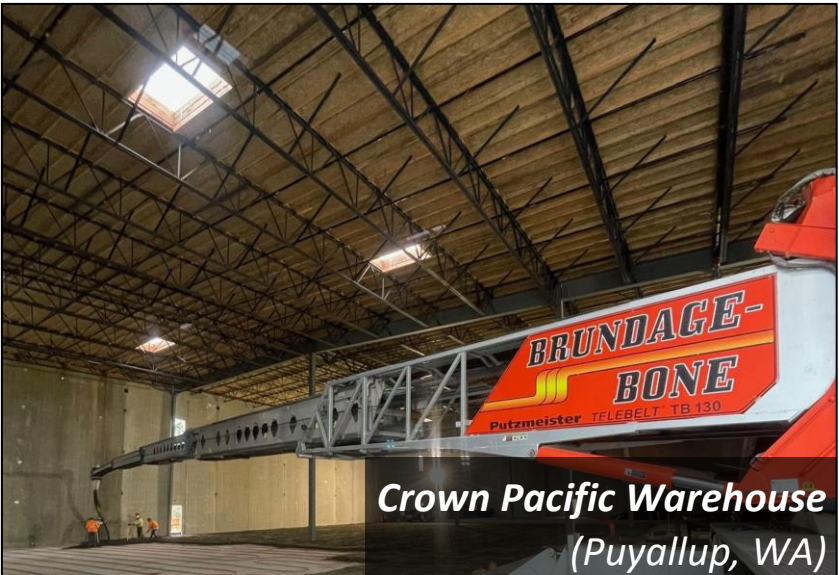
Appendix

Company Evolution

For 40+ years, CPH has established a market-leading position and developed a strong platform for continued robust growth



Select Projects

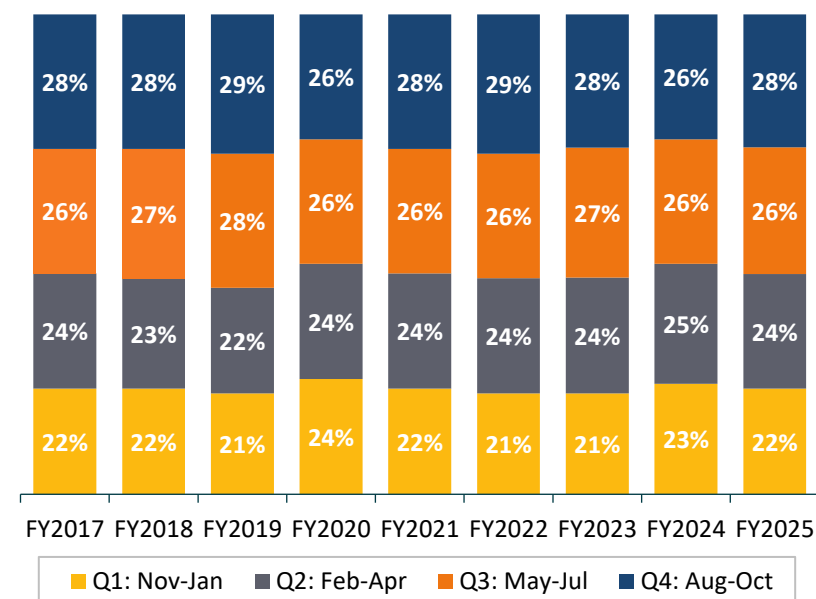


Business Seasonality

- Typically, ~55% of revenue is in the second half of the fiscal year, May through October
- Less concrete is placed in the colder and wetter winter months, leading to greater business activity in the second half of the fiscal year
- While CPH is a highly variable cost business, EBITDA margins improve slightly in the second half of the fiscal year due to greater fleet utilization and leveraging fixed G&A spend
- CPH's geographical footprint helps mitigate seasonality as it does not operate in the North, Northeast and upper Midwest
- Most equipment purchases are delivered in the first half of the fiscal year to maximize fleet up-time in busiest seasons

Note: CPH has an October 31st fiscal year end.

Percent of Revenue by Quarter



Note: Q1 of fiscal 2020 has abnormally high percentage share of total fiscal 2020 revenue due to the impacts from COVID-19 starting in Q2 of fiscal 2020.

Historical Diluted EPS and Reconciliation of Net Income to Adj. EBITDA



	Years Ended October 31,									
(dollars in thousands)	2017	2018	2019	2020	2021	2022	2023	2024	2025	
Statement of operations information:										
Net income (loss)	\$ 913	\$ 28,382	\$ (38,978)	\$ (61,251)	\$ (15,073)	\$ 28,676	\$ 31,790	\$ 16,207	\$ 6,373	
Interest expense and amortization of deferred financing costs, net of interest income	22,748	21,425	36,524	34,409	25,190	25,891	28,119	25,572	30,422	
Income tax expense (benefit)	3,757	(9,784)	(7,495)	(4,977)	2,642	5,526	8,772	8,104	3,679	
Depreciation and amortization	27,154	25,623	55,365	61,653	55,906	57,462	58,666	57,110	53,543	
EBITDA	54,572	65,646	45,416	29,834	68,665	117,555	127,347	106,993	94,017	
Transaction expenses	4,490	7,590	15,688	-	312	318	61	-	-	
Loss on debt extinguishment	5,161	-	16,395	-	15,510	-	-	-	1,392	
Stock based compensation	-	281	3,619	11,454	6,591	5,034	3,847	2,394	2,048	
Change in fair value of warrant liabilities	-	-	6,491	261	9,894	(9,894)	(6,899)	(130)	-	
Other expense (income), net	(174)	(55)	(53)	(169)	(117)	(88)	(330)	(406)	(335)	
Goodwill and intangibles impairment	-	-	-	57,944	-	-	-	-	-	
Other adjustments	4,316	5,688	7,938	7,977	3,487	3,132	574	3,295	(105)	
Adjusted EBITDA	\$ 68,365	\$ 79,150	\$ 95,494	\$ 107,301	\$ 104,342	\$ 116,057	\$ 124,600	\$ 112,146	\$ 97,017	
Diluted net income (loss) per common share	*	*	*	\$ (1.20)	\$ (0.31)	\$ 0.47	\$ 0.54	\$ 0.26	\$ 0.09	

*not meaningful

Note: Other adjustments include the adjustment for non-recurring expenses and non-cash currency gains/losses, which includes the \$2.0 million charge recorded during fiscal 2020 related to a settlement with the Company's prior shareholders. As of the first quarter of fiscal 2023, the Company modified the method in which adjusted EBITDA is calculated by no longer including an add-back for director costs and public company expenses. Adjusted EBITDA for fiscal 2022 has been reduced by \$2.5 million for these expenses to reflect this change. For fiscal year 2024, other adjustments includes a \$3.5 million non-recurring charge related to sales tax litigation.

Historical Diluted EPS and Reconciliation of Net Income to Adj. EBITDA (cont.)



<i>(dollars in thousands)</i>	Q4 2023	Q1 2024	Q2 2024	Q3 2024	Q4 2024	Q1 2025	Q2 2025	Q3 2025	Q4 2025	Q1 2026	Q2 2026	Q3 2026
Consolidated												
Net income (loss)	\$ 9,391	\$ (3,826)	\$ 3,046	\$ 7,560	\$ 9,427	\$ (2,639)	\$ (4)	\$ 3,699	\$ 5,317	\$ (2,442)	\$ 2,548	\$ 4,931
Interest expense and amortization of deferred financing costs, net of interest income	6,834	6,463	6,873	6,261	5,976	5,802	8,294	8,126	8,200	8,082	8,209	8,213
Income tax expense (benefit)	3,345	(1,011)	2,180	3,081	3,854	(1,036)	(2)	1,333	3,384	(1,102)	1,337	1,961
Depreciation and amortization	14,789	14,097	14,239	14,491	14,283	13,200	13,584	13,638	13,121	12,928	12,880	13,196
EBITDA	34,359	15,723	26,338	31,393	33,540	15,327	21,872	26,796	30,022	17,466	24,974	28,301
Transaction expenses	29	-	-	(4)	-	-	2	1	1	31	295	12
Loss on debt extinguishment	-	-	-	-	-	1,392	-	-	-	-	-	-
Stock based compensation	709	536	737	644	477	367	538	526	617	618	1,022	1,282
Change in fair value of warrant liabilities	(260)	(130)	-	-	-	-	-	-	-	-	-	-
Other expense (income), net	(34)	(39)	(44)	(276)	(47)	(34)	(28)	(228)	(45)	(33)	(36)	(17)
Other adjustments	1,002	3,191	517	(119)	(290)	(41)	113	(252)	71	(57)	148	835
Adjusted EBITDA	\$ 35,805	\$ 19,281	\$ 27,548	\$ 31,638	\$ 33,680	\$ 17,011	\$ 22,497	\$ 26,843	\$ 30,666	\$ 18,025	\$ 26,403	\$ 30,413
Diluted net income (loss) per common share	\$ 0.16	\$ (0.08)	\$ 0.05	\$ 0.13	\$ 0.16	\$ (0.06)	\$ (0.01)	\$ 0.07	\$ 0.09	\$ (0.06)	\$ 0.04	\$ 0.09

Note: Other adjustments include the adjustment for non-recurring expenses, non-cash currency gains/losses and research and development expenses. For the three months ended January 31, 2024, other adjustments includes a \$3.5 million non-recurring charge related to sales tax litigation.

Reconciliation of Adjusted EBITDA and Free Cash Flow

<i>(in millions)</i>	Q4 2025	Q1 2026	Q2 2026	Q3 2026	July 31, 2026 TTM
Adjusted EBITDA ⁽¹⁾	\$ 30.7	\$ 18.0	\$ 26.4	\$ 30.4	\$ 105.5
Less net maintenance capex	(7.0)	(2.4)	(5.4)	(11.6)	(26.4)
Less cash paid for interest, net of interest income	(15.8)	0.3	(15.7)	0.2	(31.0)
Free cash flow	<u>\$ 7.9</u>	<u>\$ 15.9</u>	<u>\$ 5.3</u>	<u>\$ 19.0</u>	<u>\$ 48.1</u>

<i>(dollars in millions)</i>	Three Months Ended July 31,		Nine Months Ended July 31,	
	2026	2025	2026	2025
Adjusted EBITDA ⁽¹⁾	\$ 30.4	\$ 26.8	\$ 74.8	\$ 66.4
Less: net maintenance capex	(11.6)	(9.0)	(19.4)	(21.2)
Less: cash paid for interest, net of interest income	0.2	0.3	(15.2)	(10.5)
Free cash flow	<u>\$ 19.0</u>	<u>\$ 18.1</u>	<u>\$ 40.2</u>	<u>\$ 34.7</u>

¹ See previous slide for reconciliation from net income (loss) to Adjusted EBITDA

Reconciliation of Net Debt and Leverage Ratio

<i>(in millions)</i>	July 31, 2025	October 31, 2025	January 31, 2026	April 30, 2026	July 31, 2026
Senior Notes	\$ 425.0	\$ 425.0	\$ 425.0	\$ 425.0	\$ 425.0
Revolving loan draws outstanding	-	-	-	0.6	-
Less: Cash	(41.0)	(44.4)	(53.0)	(38.7)	(43.0)
Net debt	\$ 384.0	\$ 380.6	\$ 372.0	\$ 386.9	\$ 382.0
TTM Adjusted EBITDA					\$ 105.5
Leverage Ratio					3.6x

Shares & Other Equivalents Outstanding

Q3 2026 Presentation			
Outstanding Shares		Shares Underlying Convertible Securities or Subject to Vesting (5)	Outstanding Stock for Valuation Calculations Fully Diluted
Shares By Type			
Public Shares	21,163,469	-	21,163,469
Non-Executive Directors	684,100	-	684,100
Nuveen ¹	-	2,450,980	2,450,980
CPH Named Executive Officers	2,063,438	126,483 ²	2,189,921
Peninsula	11,005,275	-	11,005,275
Argand Partners	15,477,138	-	15,477,138
Outstanding Shares, Actual and Fully Diluted	50,393,420	2,577,463	52,970,883
Outstanding Stock Awards			
Time Based ³	-	571,703	571,703
Performance Based Stock Options ⁴	-	17,270	17,270
Fully Diluted Total Outstanding Shares	50,393,420	3,166,436	53,559,856

¹ Nuveen may elect to convert its Preferred Stock into 2,450,980 shares of Common Stock (subject to anti-dilution protection).

² CPH Management & Employees (Current and Former) hold unvested restricted stock units of common stock.

³ Comprised of 15,317 stock options that have vested and are waiting exercise, all remaining stock units and options still to vest.

⁴ All shares have vested and are waiting exercise.

⁵ Cumulative Fully Diluted Total Outstanding Shares in the "Shares Underlying Convertible Securities or Subject to Vesting" columns represent the cumulative amount of outstanding shares of Common Stock if each of the potential events in items 1, 2, 3 and 4 above were to occur.

Credit Facilities Summary at July 31, 2026

Credit Facilities	▪ \$350 million Amended ABL Facility¹ ▪ \$425 million Senior Notes²
Interest Rate	▪ ABL Facility: USD Borrowings: SOFR + 200-250bps based on leverage levels / GBP Borrowings: SONIA + 203-253bps based on leverage levels ▪ Senior Notes : 7.500%
Tenor	▪ ABL Facility: 5 Years (September 6, 2029) ▪ Senior Notes: 7 Years (February 1, 2032)
Financial Covenants	▪ ABL Facility: (i) a springing financial covenant (fixed charges coverage ratio and maximum total leverage ratio) based on excess availability levels that the Company must comply with on a quarterly basis during required compliance periods and (ii) certain non-financial covenants. ▪ Senior Notes: None

¹ As of July 31, 2026, there was no outstanding balance under the ABL, available borrowing capacity was \$314.3 million, and cash and cash equivalents balance was \$43.0 million.

² Outstanding Senior Notes balance at July 31, 2026.

Zero-Dividend Convertible Perpetual Preferred Stock Summary

Principal	\$25 million
Tenor	Perpetual
Dividend	Zero
Offering	2,450,980 shares at \$10.20 per share
Holder Conversion Right	The holder of the Preferred Stock may elect to convert its Preferred Stock into shares of Common Stock at a 1:1 ratio at any time. The total number of shares of Common Stock into which the Preferred Stock will be converted will be 2,450,980 shares (subject to anti-dilution protection rights afforded to the holder of the Preferred Stock)
Company Redemption Right	The Company may elect to redeem all or a portion of the Preferred Stock at its election after four years, for cash at a redemption price equal to the Liquidation Preference
Liquidation Preference	Principal investment plus an additional amount accrued at 700bps per year
Mandatory Conversion Requirement	If the volume-weighted average share price of the Company's common stock equals or exceeds \$13 for more than 30 days, the Company shall have the right to require the holder of Preferred Stock to convert its Preferred Stock into Common Stock. The total number of shares of Common Stock into which the Preferred Stock will be converted will be 2,450,980 shares (subject to anti-dilution protection rights afforded to the holder of the Preferred Stock)
Financial Covenants	None



CONCRETE PUMPING HOLDINGS

Company

Concrete Pumping Holdings, Inc.
500 E. 84th Ave, Suite A-5
Denver, CO 80229
www.concretepumpingholdings.com

Investor Relations

Gateway Group, Inc.
Cody Slach
949-574-3860
BBCP@gateway-grp.com