Exponent®

2026 Investor Presentation

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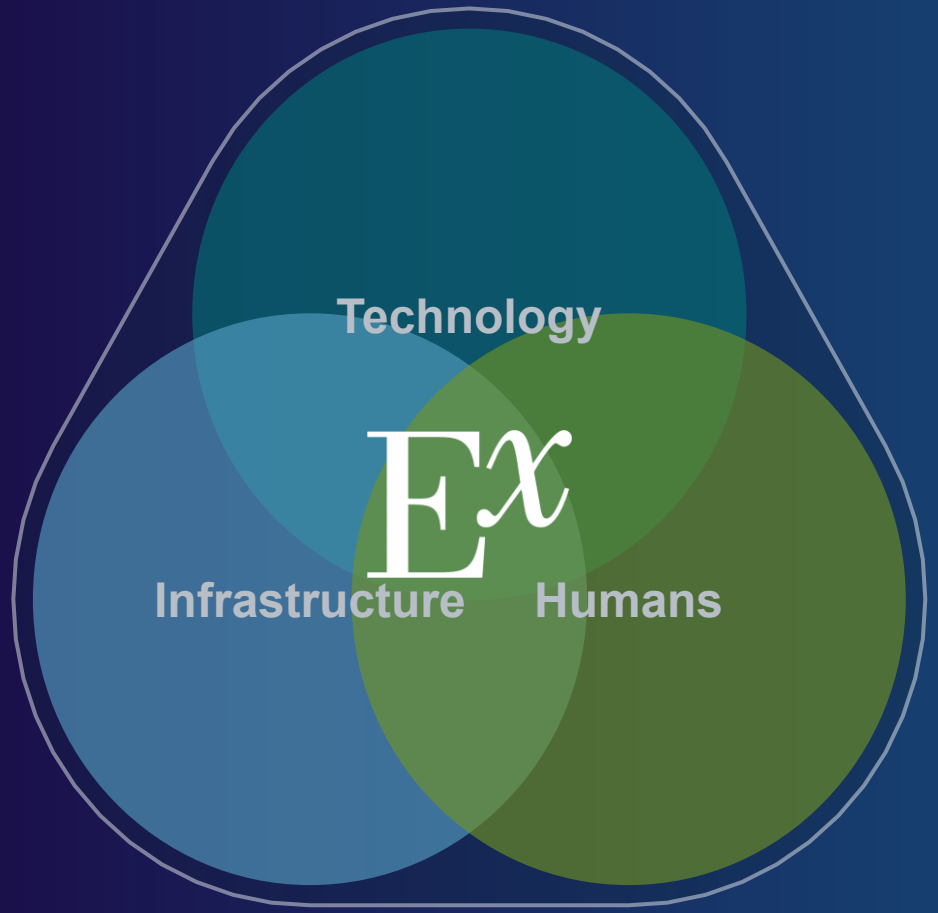
Forward Looking Statements & Non-GAAP Financial Measures

This presentation release contains, and incorporates by reference, certain "forward-looking" statements (as such term is defined in the Private Securities Litigation Reform Act of 1995, and the rules promulgated pursuant to the Securities Act of 1933, as amended, and the Securities Exchange Act of 1934, as amended) that are based on the beliefs of the Company's management, as well as assumptions made by and information currently available to the Company's management. When used in this document and in the documents incorporated herein by reference, the words "intend," "anticipate," "believe," "estimate," "expect" and similar expressions, as they relate to the Company or its management, identify such forward-looking statements. Such statements reflect the current views of the Company or its management with respect to future events and are subject to certain risks, uncertainties and assumptions. Should one or more of these risks or uncertainties materialize, or should underlying assumptions prove incorrect, the Company's actual results, performance, or achievements could differ materially from those expressed in, or implied by, any such forward-looking statements. Factors that could cause or contribute to such material differences include the COVID-19 pandemic (including factors relating to measures implemented by governmental authorities or by us to promote the safety of our employees, vendors and clients; other direct and indirect impacts on our business and the businesses of our clients, vendors and other partners; impacts which may, among other things, adversely affect our clients' ability to utilize our services at the levels they have previously; disruptions of access to our facilities or those of our clients or third parties; and increased and potentially significant economic uncertainty and volatility, including credit and collectability risks and potential disruptions of capital and credit markets), the possibility that the demand for our services may decline as a result of changes in generally applicable and industry-specific economic conditions, the timing of engagements for our services, the effects of competitive services and pricing, the absence of backlog related to our business, our ability to attract and retain key employees, the effect of tort reform and government regulation on our business, and liabilities resulting from claims made against us. Additional risks and uncertainties are discussed in our Annual Report on Form 10-K under the heading "Risk Factors" and elsewhere in the report. The inclusion of such forward-looking information should not be regarded as a representation by the Company or any other person that the future events, plans, or expectations contemplated by the Company will be achieved. The Company undertakes no obligation to release publicly any updates or revisions to any such forward-looking statements.

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Accelerating Technology is Expanding Exponent's Opportunity

The consequences of failure, and expectations for safety, reliability and performance, have never been higher



- **Technology**
  AI, autonomy, robotics, software, connectivity, and increasingly sophisticated products and systems
- **Infrastructure**
  Power generation, energy storage, data centers, communications and transportation networks, asked to meet growing demand while becoming more resilient to climate change, extreme weather, cyber threats and aging assets
- **Humans**
  Human-machine interaction, real-world performance, and trust in increasingly complex systems

Exponent operates in all three domains, and increasingly at their intersections, where many of the most exciting opportunities are emerging

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World's Best Problem Solvers for More than Five Decades

OVERVIEW

- 50+ years of expansion and diversification across disciplines and industries
- Best-in-class engineering and scientific expertise
- Bespoke multidisciplinary solutions for high exposure, high-risk challenges around the world
- Unparalleled reputation for rigorous, objective technical analyses throughout the product lifecycle

OUR WORLD CLASS TALENT

1,000+ Consulting Staff

700+ Doctoral-level professionals

90+ Disciplines

250+ Standards committees and advisory boards served

50+ Staff serving on editorial review boards/peer reviewers

1,250+ Staff academic articles published

Note: Figures as of 10/2/2026

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Proven Track Record of Results

STRONG FINANCIAL POSITION



$582M
FY25 Revenue



28%
FY25 EBITDA Margin[1,2]



$0.31
Quarterly Dividend



$2.07
FY25 EPS

COMPELLING INVESTMENT THESIS

- **Positioned to capitalize on strong market drivers across advancing technology, critical infrastructure, and rising expectations for safety, reliability, and performance**
- **Wide competitive moat through unique multi-disciplinary solutions and world class talent**
- **Strategic resource management and agility to capitalize on high growth areas**
- **Strong profitable organic growth**
- **Healthy balance sheet and strong cash flow generation**

[1]Refer to non-GAAP reconciliation on slide 28 *[2]EBITDA Margin % = EBITDA/Revenues before Reimbursements*

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50+ Years of Future-Focused Thinking

Our ecosystem of intellectual capital evolves continuously, enabling Exponent — and our clients — to develop the solutions of tomorrow, today.

Failure Analysis Associates (FaAA) was founded

1970

Exponent adds new engineering and science disciplines

1980

Expansion: Test and Engineering Center



1990

Public Filing/ NASDAQ listing under the ticker "FAIL"

Acquired Environmental Health Strategies and PTI Environmental Services

Exponent

Name changed to Exponent Inc.; NASDAQ listing updated to "EXPO"

2000

Acquired Novigen Sciences

Expanded presence into Asia

2010

Project: Toyota unintended acceleration



Project: Deep Water Horizon explosion, Gulf Coast

Project: Camp Fire, California



2020

Project: Cruise, Automated Vehicle Incident Response



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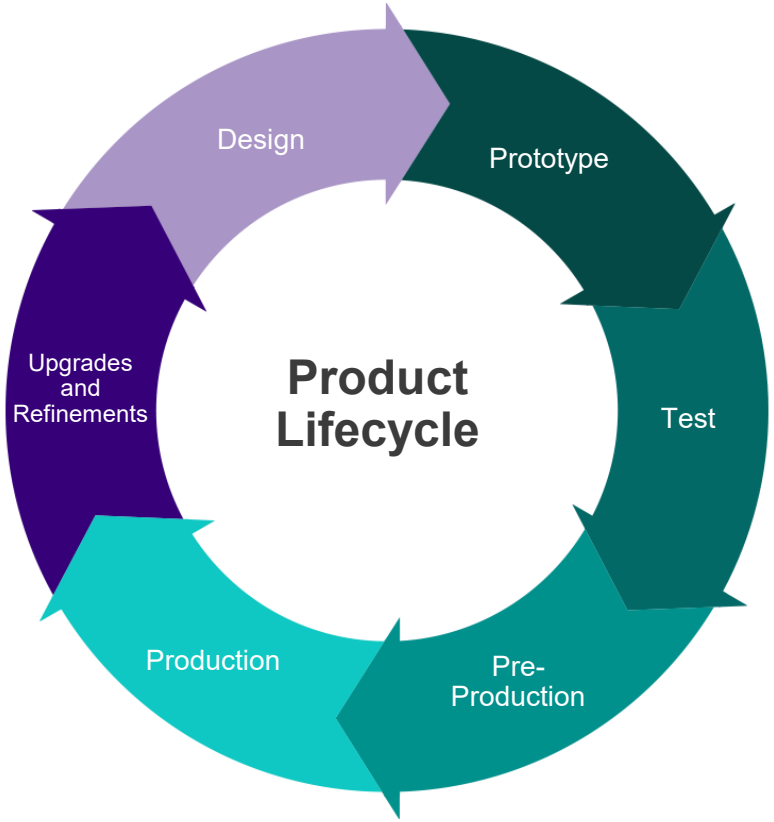
Connecting the Lessons of Past Failures with Tomorrow's Solutions

We leverage our wealth of failure analysis learnings to develop the breakthrough insights our clients need, generating opportunity at every stage of the product lifecycle.

Reactive Services

Understanding the past

- Litigation support
- Accident and failure investigation
- Product recalls
- Regulatory actions
- Insurance investigations



Proactive Services

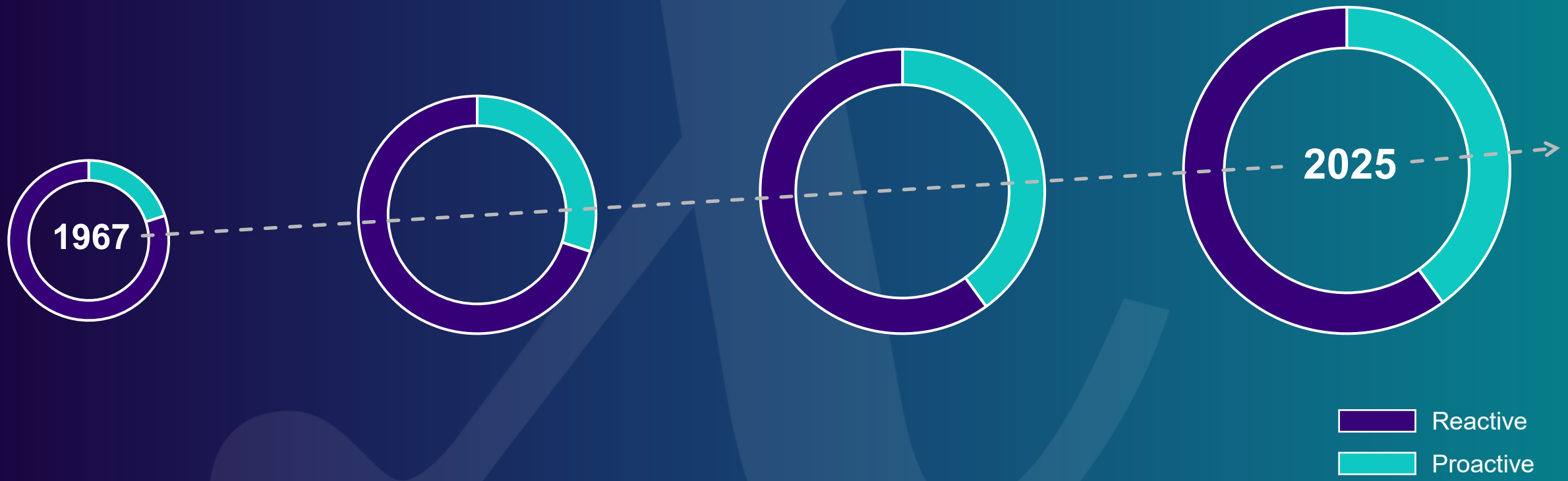
Charting a course for the future across the product lifecycle

- Product and process improvement
- Research and development
- Risk management
- Regulatory consulting

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Our History of Growth & Diversification

The evolution of Exponent's ground-breaking capabilities is reflected in the progressive expansion of our client engagements — and ability to translate our reactive experience into new, untapped areas through innovation and agility.



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Strong, Diversified Portfolio

CONSUMER PRODUCTS





ENERGY





TRANSPORTATION





CHEMICALS





LIFE SCIENCES & HEALTHCARE





CONSTRUCTION





Reactive

Proactive

Reactive work driven by disputes and failure analysis work across the globe which have historically been less impacted by challenging economic cycles

Note: Mix reflects Full Year 2025 results

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Diverse Customer Relationships

Our Clients



Corporate



Legal



Government

10K
FY25 Engagements

2K
FY25 Clients

Deep Industry Know-How

- Construction
- Chemicals
- Consumer Products
- Electronics
- Energy
- Food & Beverage
- Government
- Industrial & Manufacturing
- Life Sciences & Healthcare
- Mining & Forestry
- Software & Computer Science
- Transportation
- Utilities

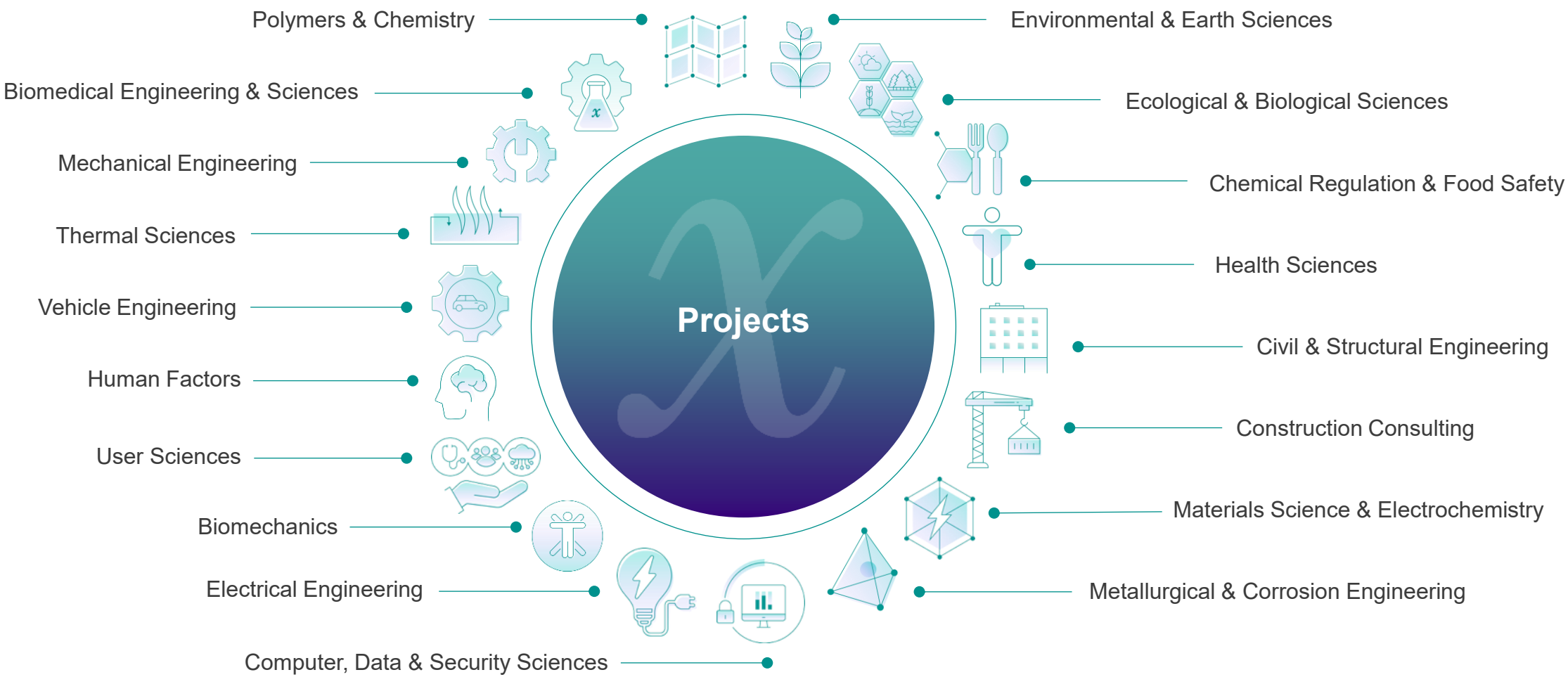
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Strong Growth Momentum Through Safety, Health & Environmental Trends

	TRANSPORTATION	UTILITIES	CONSUMER ELECTRONICS	LIFE SCIENCES & HEALTHCARE	CHEMICAL
					
Key Drivers / Trends	• Automation • Electrification	• Energy transition • Climate resilience • Aging infrastructure	• Augmented and virtual reality • Wearable technology	• Digital health • Health equity • Combination products	• Human health effects • Environmental impact
Selected Exponent Solutions	• Advanced Driver Assistance System litigation • Battery performance and safety studies	• Asset risk analysis • Climate vulnerability studies • Wildfire investigations	• AI/ML studies • Product development consulting	• Medical device recalls • Real-world evidence strategy and solutions	• Regulatory consulting • Toxic tort litigation • Product stewardship

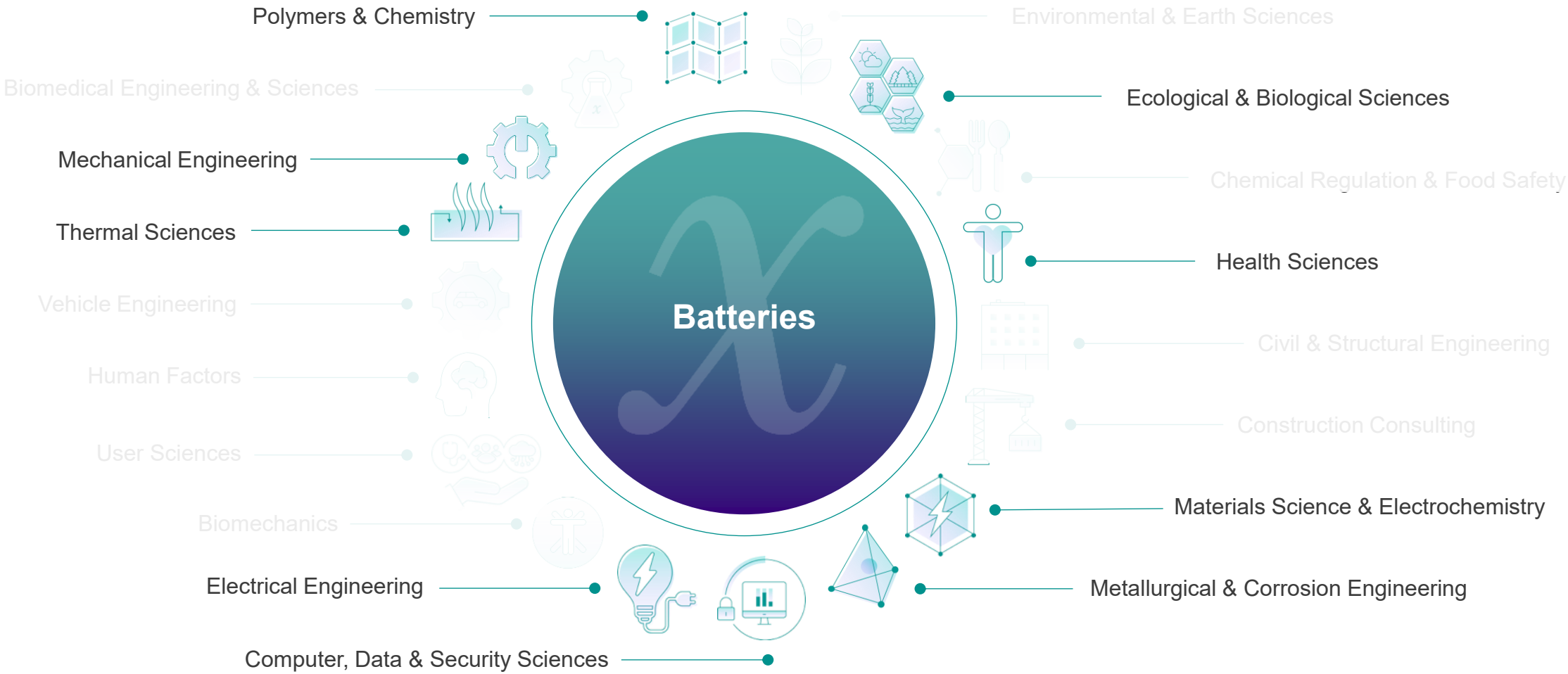
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Our Bespoke Multidisciplinary Teams



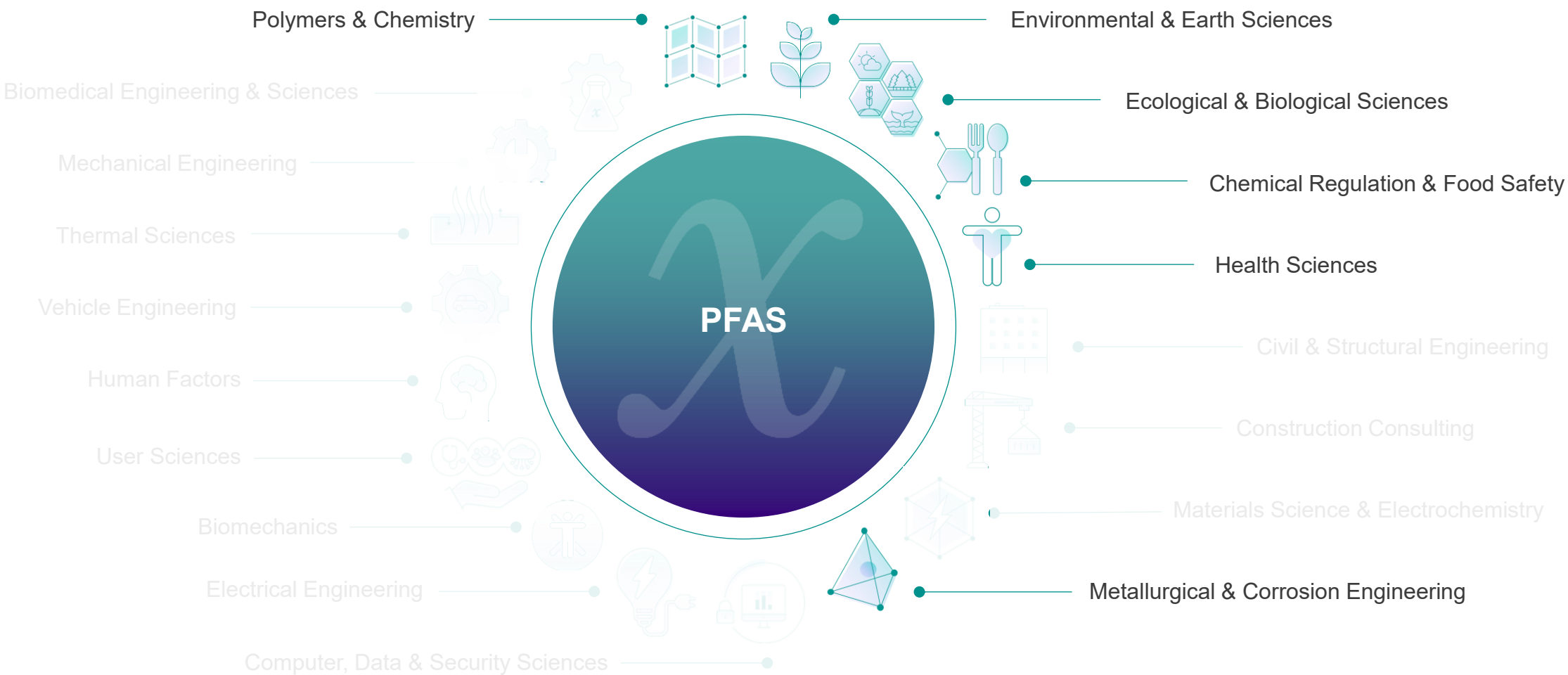
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Our Bespoke Multidisciplinary Teams



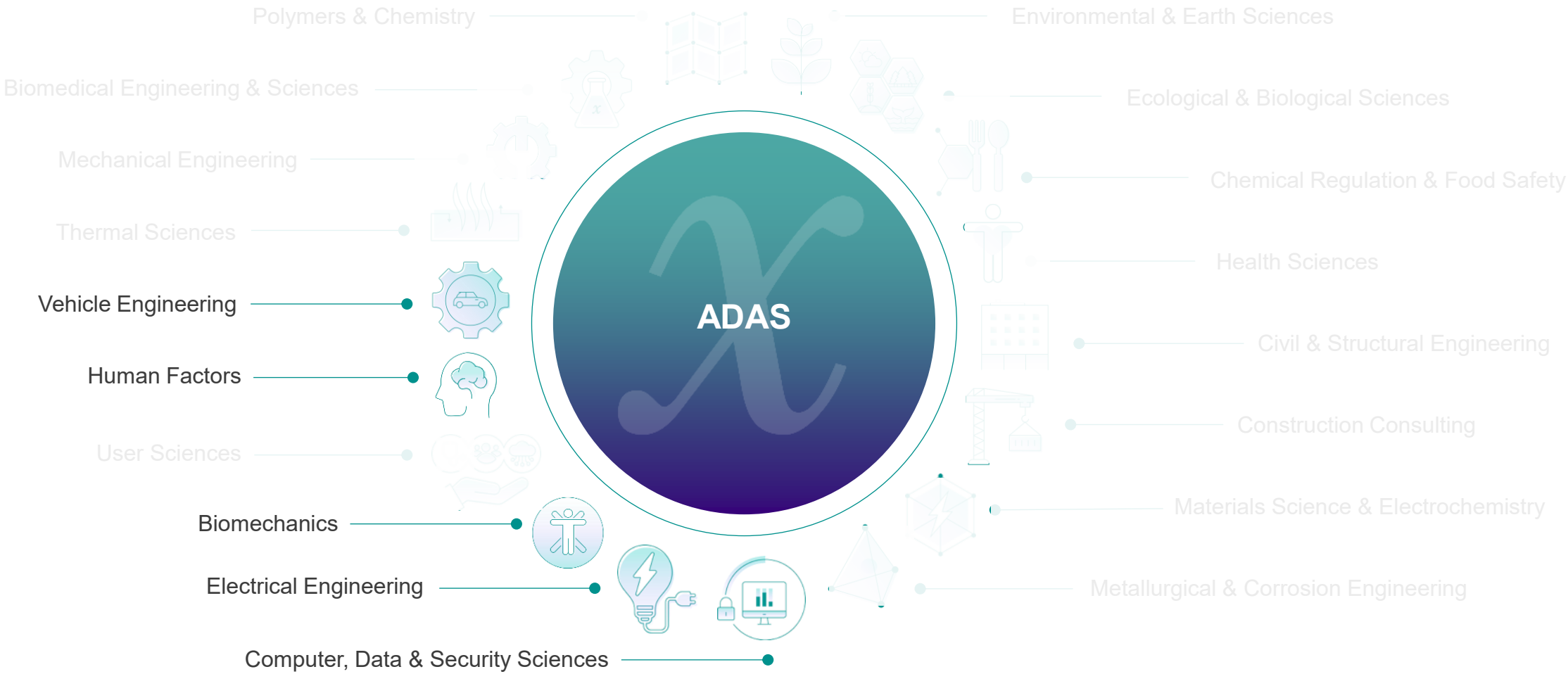
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Our Bespoke Multidisciplinary Teams



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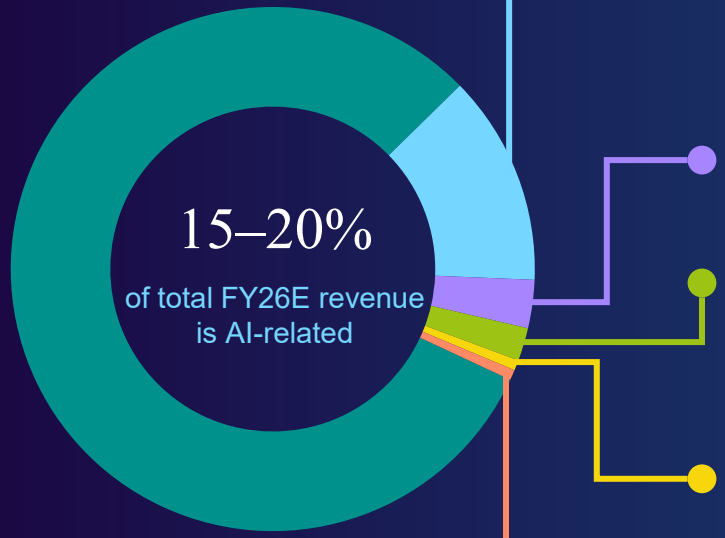
Our Bespoke Multidisciplinary Teams



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AI is Expanding the Edge Where Exponent Operates

Our role is not to provide answers that are already known, but operate where new technologies meet uncertainty, innovation meets risk, and hard questions remain unanswered



Applications
- Foundational and edge case data pipelines
- Performance analysis
- Safety cases

Models
- Cyber / safety harness

Infrastructure
- Thermal performance
- Quantitative risk assessment & management
- Environmental impact

Chips
- Cooling loop reliability
- Material performance
- Manufacturing

Energy
- Construction performance / delay
- Environmental impact



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Exponent's Role Spans the Data Center, from Chip to Community

Every layer of the data center raises thermal, mechanical, electrical, environmental and regulatory questions that Exponent has worked on for 60 years

COMPONENT

Chip
- Packaging integrity
- Local stress environment
- Solder mechanical performance

Board
- Multi-layer circuit board fabrication
- Component layout & electrical interference
- Thermal management

SYSTEM

Coolant loop
- Fluid aging
- Material compatibility
- Fluid contamination

Rack
- Airflow optimization
- Component reliability
- Power distribution & supply reliability

Connectivity
- Connector performance
- Component interchangeability
- Cable jacket stability

FACILITY

Data hall
- Fire protection system analysis & audit
- HVAC control
- Airflow CFD analysis

Building
- Cooling plant
- Onsite power generation & backup
- Utility grid interconnect
- Construction disputes

SURROUNDINGS

Neighborhood
- Water usage & contamination
- Utility power demand
- Community noise

Environmental risk
- Wildfire, hurricane, ice storm, tornado

Regulation
- Local, state & national environment

14 orders of magnitude: from nanometer-scale chips to satellite constellations spanning tens of thousands of kilometers

~1–2% of revenue today: a small base we expect to grow faster than our long-term high-single to low-double-digit guidance

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World-Class Culture & Talent

Attracting, developing, and rewarding exceptional people with diverse backgrounds and expertise is central to Exponent's mission.

Recruiting

Sourcing candidates from increasingly diverse backgrounds and skill sets



Outreach

Leveraging science, technology, engineering and math (STEM) to empower the communities around us



Exponent®

People Development

Seminar series, mentoring and continuing education programs





Communication

Employee engagement and staff surveys to ensure voices are heard

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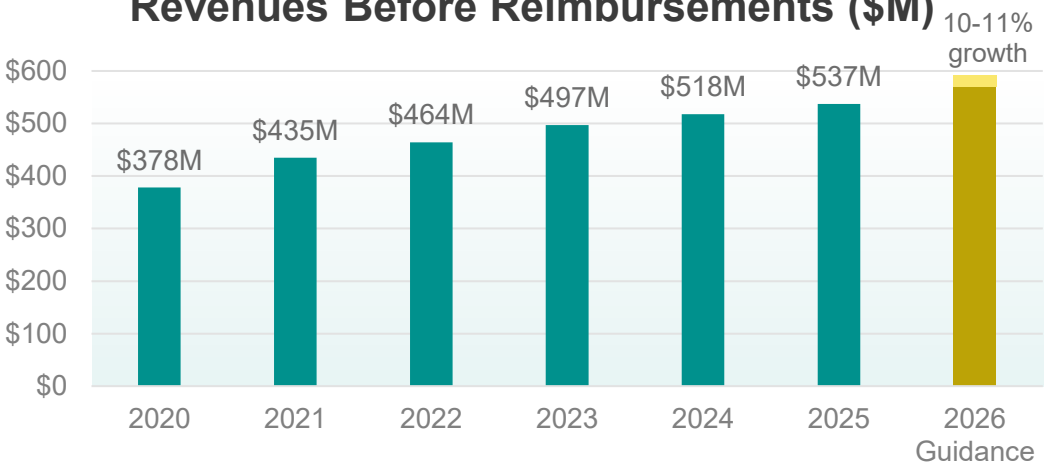
Financial Highlights



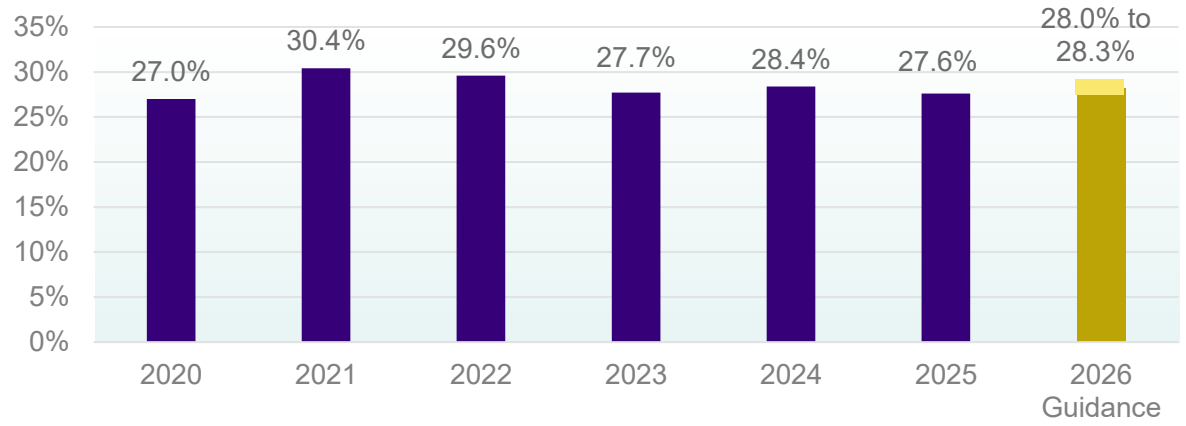
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Proven Financial Results

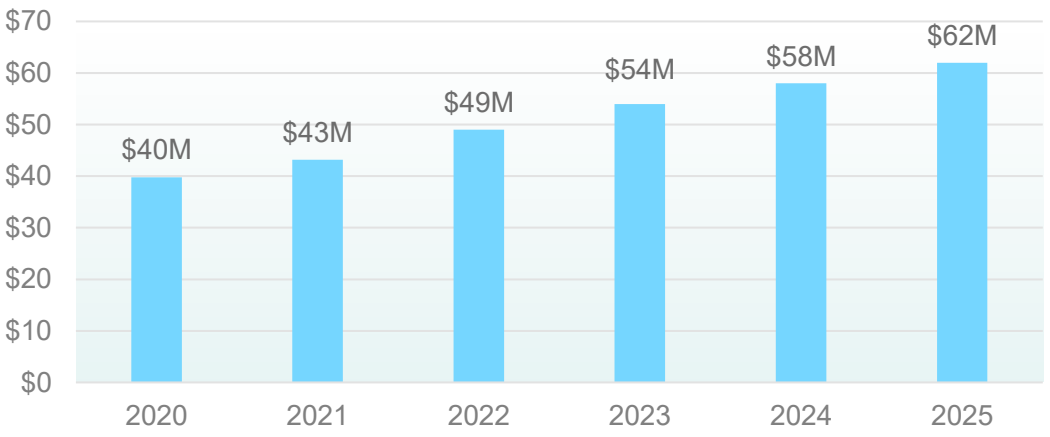
Revenues Before Reimbursements ($M)



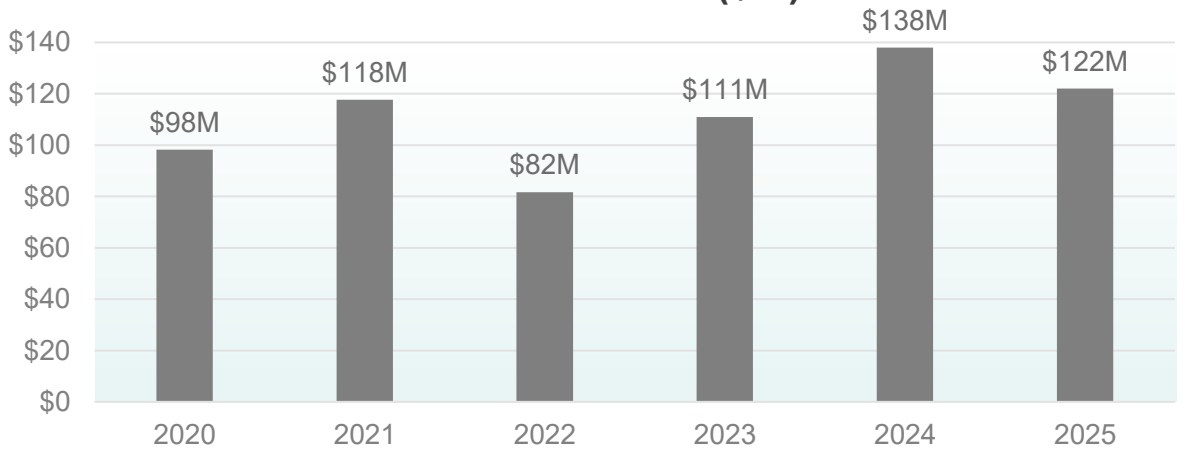
EBITDA Margin[1,2] (%)



Dividends Paid ($M)



Free Cash Flow ($M)



[1] Refer to non-GAAP reconciliation on slide 28
[2] EBITDA Margin % = EBITDA/Revenues before Reimbursements

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Capital Allocation

2021–2026 Q3 YTD

Cash Returned to Shareholders:

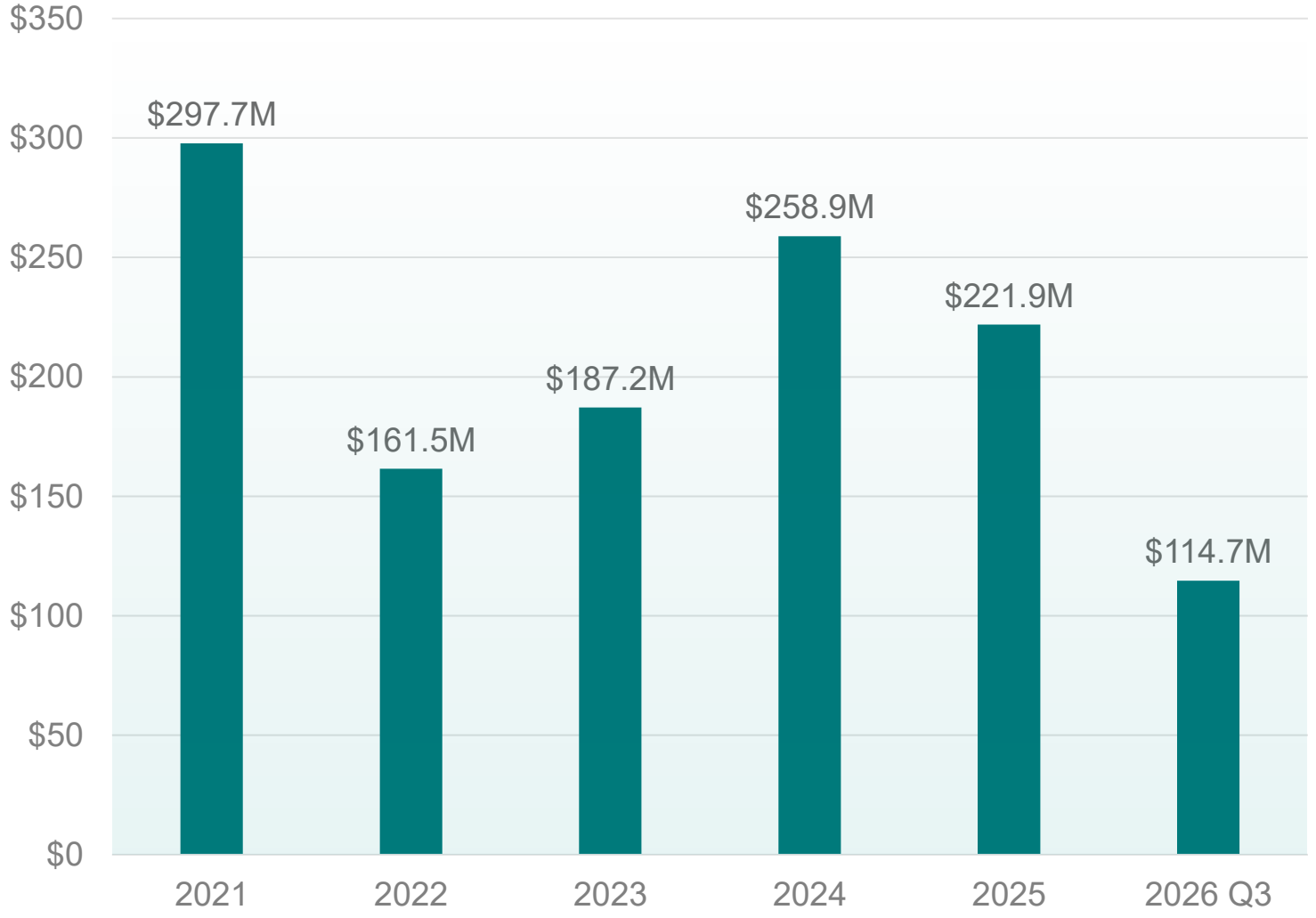
$313M

Dividend Payments

$436M

Repurchased Shares (or ~5.8M shares)

Cash and Short Term Investments ($M): 2021–2026 Q3



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Key Metrics – YTD (as of 10/2)

(*$ Millions, except where noted*)	2025	2026	% Change
Revenues Before Reimbursements	$407.4	$453.7	11%
Revenues	434.6	511.6	18%
EBITDA[1]	$113.4	$130.8	15%
EBITDA Margin[2] *(%)*	27.8%	28.8%	
Net Income	81.2	89.9	11%
Earnings per share *($)*	1.58	1.83	16%
Average diluted shares outstanding *(Millions)*	51.5	49.2	-4%
Billable hours	1,111,000	1,194,000	7%
Utilization, technical	74%	76%	
Realized rate increase	5%	4%	
Technical full time equivalent employees	967	1,014	5%

[1]*Refer to non-GAAP reconciliation on slide 26*
[2]*EBITDA Margin % = EBITDA/Revenues before Reimbursements*

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Key Metrics – Q3 2026

(*$ Millions, except where noted*)	2025	2026	% Change
Revenues Before Reimbursements	$137.1	$153.1	12%
Revenues	147.1	173.7	18%
EBITDA[1]	$38.8	$45.0	16%
EBITDA Margin[2] *(%)*	28.3%	29.4%	
Net Income	28.0	30.9	10%
Earnings per share *($)*	0.55	0.64	16%
Average diluted shares outstanding *(Millions)*	51.2	48.4	-5%
Billable hours	376,000	405,000	8%
Utilization, technical	74%	77%	
Realized rate increase	6%	4%	
Technical full time equivalent employees	976	1,016	4%

[1]*Refer to non-GAAP reconciliation on slide 27*
[2]*EBITDA Margin % = EBITDA/Revenues before Reimbursements*

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Positioned at the Center of Global Macro Trends

Health



Safety







Environment

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Appendix



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EBITDAS – YTD (as of 10/2)

($ Millions)	2025	2026	% Change
Net Income	**$81.2**	**$89.9**	**11%**
Add back (subtract):			
Income taxes	**31.9**	**36.2**	**13%**
Interest income, net	**(7.4)**	**(3.1)**	**-58%**
Depreciation and amortization	**7.5**	**7.8**	**4%**
EBITDA[1]	**113.4**	**130.8**	**15%**
Stock-based compensation	**18.8**	**22.4**	**19%**
EBITDAS[1]	**$132.1**	**$153.3**	**16%**

[1]EBITDA is a non-GAAP financial measure defined by the Company as net income before income taxes, interest income, depreciation and amortization. EBITDAS is a non-GAAP financial measure defined by the Company as EBITDA before stock-based compensation. The Company regards EBITDA and EBITDAS as useful measures of operating performance and cash flow to complement operating income, net income and other GAAP financial performance measures. Additionally, management believes that EBITDA and EBITDAS provide meaningful comparisons of past, present and future operating results. Generally, a non-GAAP financial measure is a numerical measure of a company's performance, financial position or cash flow that either excludes or includes amounts that are not normally excluded or included in the most directly comparable measure calculated and presented in accordance with GAAP. These measures, however, should be considered in addition to, and not as a substitute or superior to, operating income, cash flows, or other measures of financial performance prepared in accordance with GAAP.

EBITDAS – Q3 2026

($ Millions)	2025	2026	% Change
Net Income	**$28.0**	**$30.9**	**10%**
Add back (subtract):			
Income taxes	**10.6**	**12.1**	**14%**
Interest income, net	**(2.3)**	**(0.7)**	**-71%**
Depreciation and amortization	**2.5**	**2.7**	**5%**
EBITDA[1]	**38.8**	**45.0**	**16%**
Stock-based compensation	**5.3**	**6.7**	**25%**
EBITDAS[1]	**$44.2**	**$51.7**	**17%**

[1]EBITDA is a non-GAAP financial measure defined by the Company as net income before income taxes, interest income, depreciation and amortization. EBITDAS is a non-GAAP financial measure defined by the Company as EBITDA before stock-based compensation. The Company regards EBITDA and EBITDAS as useful measures of operating performance and cash flow to complement operating income, net income and other GAAP financial performance measures. Additionally, management believes that EBITDA and EBITDAS provide meaningful comparisons of past, present and future operating results. Generally, a non-GAAP financial measure is a numerical measure of a company's performance, financial position or cash flow that either excludes or includes amounts that are not normally excluded or included in the most directly comparable measure calculated and presented in accordance with GAAP. These measures, however, should be considered in addition to, and not as a substitute or superior to, operating income, cash flows, or other measures of financial performance prepared in accordance with GAAP.

EBITDAS – Fiscal Year 2025

($ Millions)	2024	2025	% Change
Net Income	**$109.0**	**$106.0**	**-3%**
Add back (subtract):			
Income taxes	**38.4**	**41.3**	**8%**
Interest income, net	**(10.0)**	**(9.3)**	**-7%**
Depreciation and amortization	**9.7**	**10.1**	**4%**
EBITDA[1]	**147.1**	**148.1**	**1%**
Stock-based compensation	**23.2**	**23.8**	**2%**
EBITDAS[1]	**$170.3**	**$171.9**	**1%**

[1]EBITDA is a non-GAAP financial measure defined by the Company as net income before income taxes, interest income, depreciation and amortization. EBITDAS is a non-GAAP financial measure defined by the Company as EBITDA before stock-based compensation. The Company regards EBITDA and EBITDAS as useful measures of operating performance and cash flow to complement operating income, net income and other GAAP financial performance measures. Additionally, management believes that EBITDA and EBITDAS provide meaningful comparisons of past, present and future operating results. Generally, a non-GAAP financial measure is a numerical measure of a company's performance, financial position or cash flow that either excludes or includes amounts that are not normally excluded or included in the most directly comparable measure calculated and presented in accordance with GAAP. These measures, however, should be considered in addition to, and not as a substitute or superior to, operating income, cash flows, or other measures of financial performance prepared in accordance with GAAP.