

Corporate Presentation



American States
Water Company

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November 2023

NYSE: AWR

Certain matters discussed in this presentation are forward-looking statements intended to qualify for the “safe harbor” from liability established by the Private Securities Litigation Reform Act of 1995. These forward-looking statements can generally be identified as such because the context of the statement will include words such as the Company “believes,” “anticipates,” “expects” or words of similar import. Similarly, statements that describe the Company’s future plans, objectives, estimates or goals are also forward-looking statements that are subject to risks and uncertainties that could cause actual results to differ materially from those expressed or implied in the statements.

Non-GAAP Financial Measures

- ❑ This presentation includes a discussion of certain financial measures that are not prepared in accordance with Generally Accepted Accounting Principles (GAAP) in the United States, and constitute "non-GAAP financial measures" under SEC rules. These non-GAAP financial measures are derived from consolidated financial information but are not presented in our financial statements that are prepared in accordance with GAAP.
- ❑ Non-GAAP financial measures in this presentation include references to diluted earnings per share by business subsidiary/segment, which is based on each business segment's net income divided by the company's weighted average number of diluted shares. Furthermore, when presenting 10-year historical consolidated diluted EPS, certain one-time and non-recurring items have been excluded in some of the prior years. Furthermore, the 2022 losses generated on the investments held to fund one of the Company's retirement plans have been excluded and the retroactive impact of new 2022 water rates not recorded in 2022 due to the delay in receiving a final decision from the CPUC, which are retroactive to January 1, 2022, have been included to calculate adjusted 2022 diluted earnings per share when communicating AWR's consolidated and its water segment's results for 2022.
- ❑ Non-GAAP financial measures supplement our GAAP disclosures and should not be considered as alternatives to the GAAP measures. Furthermore, the non-GAAP financial measures may not be comparable to similarly titled non-GAAP financial measures of other registrants. The company uses non-GAAP measures in evaluating its operating results and believes these measures are useful internal benchmarks in evaluating the performance of its operating segments. The company reviews these measures regularly and compares them to historical periods and to the operating budget. The computations and reconciliations of recently used non-GAAP measures to the most directly comparable GAAP measures are presented in the company's most recently filed Form 10-K with the SEC.

AWR is a low volatility water utility with a secure and growing dividend, operating in a constructive regulatory environment in California, along with a growing unregulated contracted services business serving military bases under 50-year contracts⁽¹⁾

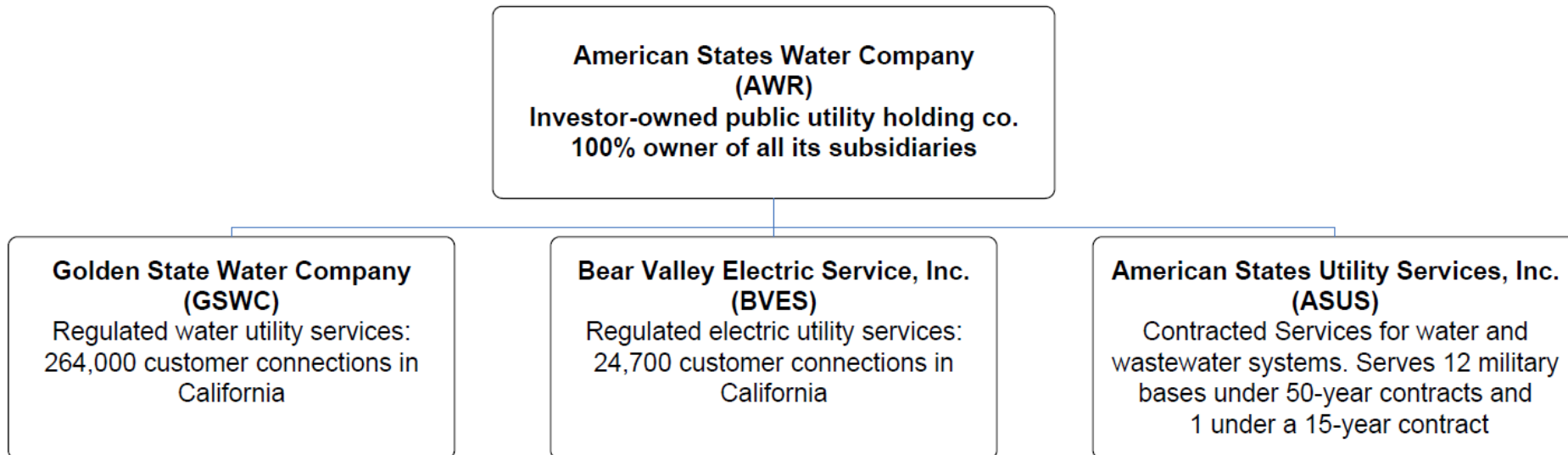
- ❑ Listed on the NYSE: AWR
- ❑ AWR debt rating → A Stable
- ❑ GSWC debt ratings → A+ Stable/A2 Stable
- ❑ As of November 21, 2023:
 - ~37.0 million common shares outstanding
 - Institutional Ownership → ~76%⁽²⁾
 - 52-week low/high → \$77.91/\$100.51⁽²⁾
 - Average daily volume → ~184,800 shares (3 months)⁽²⁾
 - Market capitalization → ~\$2.9 billion⁽²⁾
 - Dividend yield → 2.16%⁽²⁾



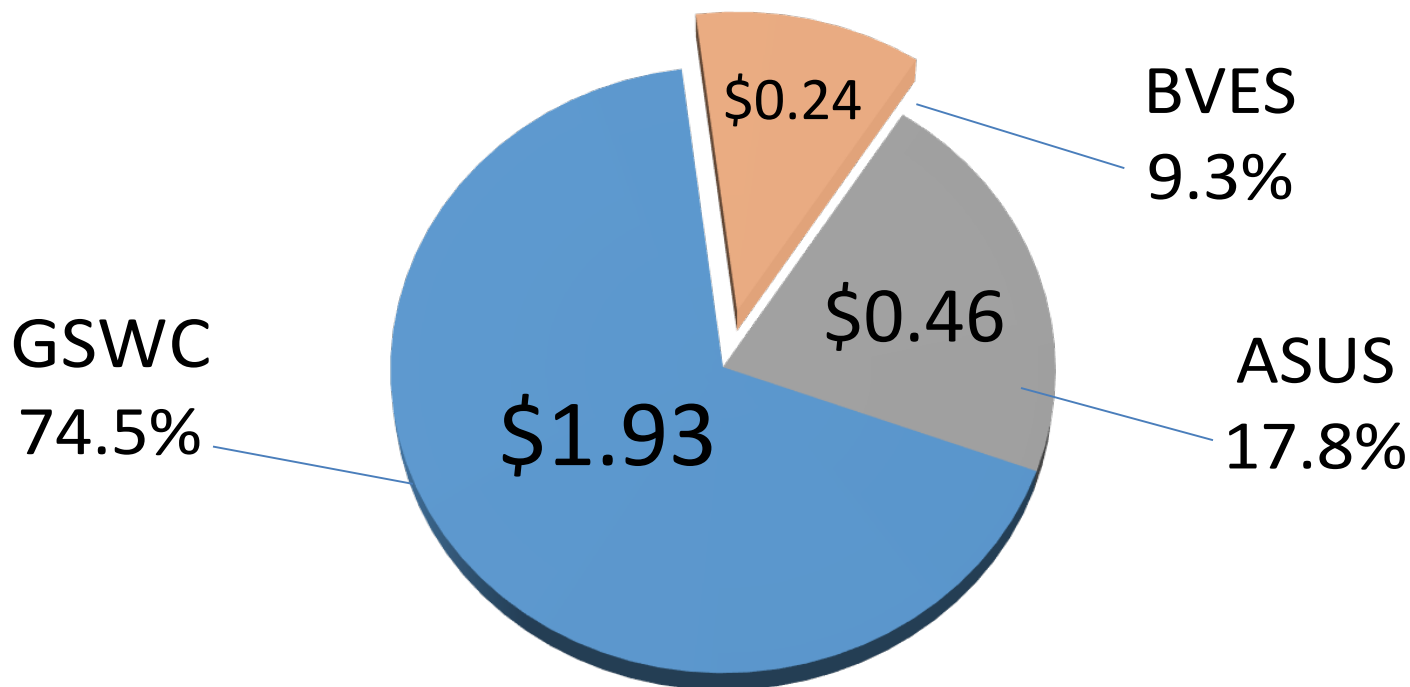
(1) The contracted services business has one 15-year contract that was awarded in September 2023

(2) Source: Yahoo! Finance

Company Organizational Structure



2022 Adjusted⁽¹⁾ Earnings per Share by Subsidiary



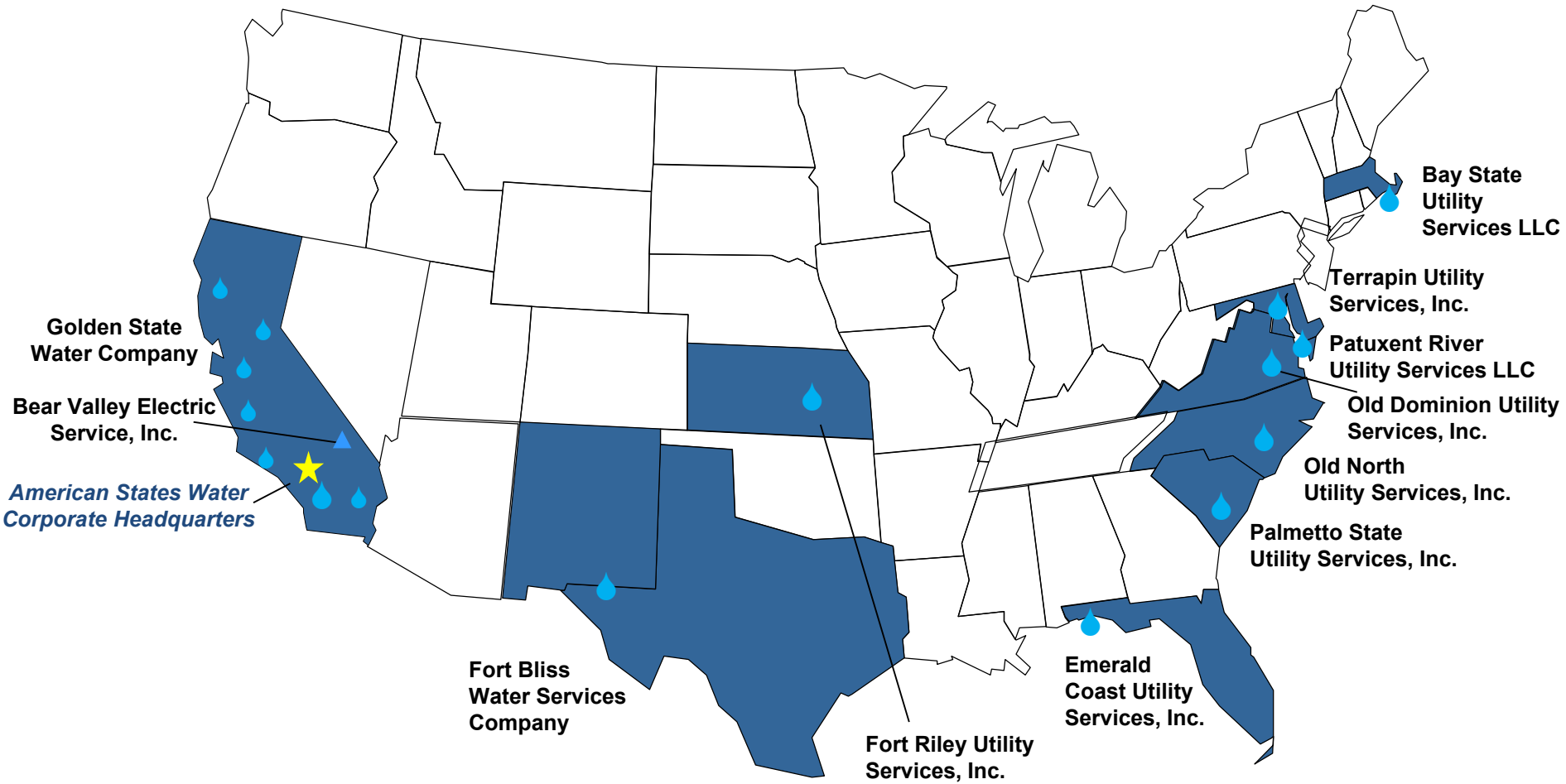
Note: The pie chart above sets forth the adjusted diluted earnings per share contribution by business subsidiary/segment, but **excludes** a negative \$0.04 per share reported at AWR (parent) in 2022.

(1) Consolidated and GSWC fully diluted earnings per share **as reported** for 2022 were **\$2.11 and \$1.45 per share**, respectively.

Adjusted AWR and GSWC 2022 earnings per share of \$2.59 and \$1.93, respectively:

- **Includes** the impact from the delay in the water general rate case; 2022 recorded results reflect 2021 water rates. 2022 water rates were approved as settled in the agreement filed in GSWC's general rate case and were retroactive to January 1, 2022, which would have increased net earnings and added \$0.38 per share to 2022 results (consistent with final decision adopted in June 2023 and recognized during the six months ended June 30, 2023).
- **Excludes** a \$0.10 per share loss on investments held to fund a retirement plan.

AWR Service Area Map



Regulated Utilities Service Area Map



Golden State Water Company

- Serves more than 80 communities in 10 counties
- Operates 39 water systems

Bear Valley Electric Service, Inc.

- Operates one electric system that serves the City of Big Bear Lake and surrounding areas

- ❑ The Company's **regulated utilities (GSWC and BVES)**:
 - Represented 77% and 80% of AWR revenues and net income, respectively, in 2022
 - ✓ The regulated **water utility** under GSWC represented 69% of AWR consolidated revenues and net income in 2022
 - GSWC and BVES have a stable customer base, with about 90% of revenues derived from residential and commercial customers
- ❑ GSWC & BVES are separately regulated by the California Public Utilities Commission (CPUC)
 - **Revenue Requirement includes**:
 - ✓ Dollar for dollar recovery of projected operating expenses, plus
 - ✓ Rate of return on rate base (including projected CapEx)
 - **GSWC and BVES recover their capital investment from customers** over the life of the asset through annual depreciation and a return on their undepreciated capital assets

- ❑ **ASUS**, the company's **contracted services subsidiary** was established in 1998 and provides the company with:
 - A relatively low risk, growth investment
 - ✓ Allows AWR to capitalize on its competencies in operating water systems and in offering related services
 - Opportunities to improve companywide returns
 - A vehicle to diversify risk
 - ✓ By investing in high-growth states, similar to the way an investment manager diversifies risk by owning several different securities
 - A contributor to funding AWR's dividend to shareholders and covering the cost of being a publicly-traded company

- ❑ **ASUS** provides operations, maintenance and construction management services for water distribution and wastewater collection and treatment facilities at **twelve military bases in eight states under 50-year privatization contracts and one military base under a 15-year contract** with the U.S. government:
 - Fort Bliss in El Paso, Texas (parts in New Mexico)
 - Joint Base Andrews in Maryland
 - Fort Gregg-Adams (formerly Fort Lee) in Virginia (wastewater only)
 - Joint Expeditionary Base Little Creek – Fort Story and Joint Base Langley - Eustis in Virginia
 - Fort Jackson in Columbia, South Carolina
 - Fort Liberty (formerly Fort Bragg), Pope Army Airfield, and Camp Mackall in Fayetteville, North Carolina
 - Eglin Air Force Base in Florida
 - Fort Riley in Kansas
 - Naval Air Station Patuxent River in Maryland – was awarded in August 2023 and is expected to fully transition to ASUS operations by March 2024
 - Joint Base Cape Cod in Massachusetts – 15-year contract awarded in September 2023

- ❑ ASUS is well positioned to continue competing for new contracts in the future

- ❑ Under each of the 50-year contracts with the U.S. government, ASUS has the following revenue streams:
 - **O&M Revenues** for operating and maintaining the systems
 - ✓ A fixed amount each month included under the 50-year contracts, subject to annual economic price adjustments (EPAs)
 - **Construction Revenues** for:
 - ✓ Renewal and Replacement of existing capital assets included under the 50-year contracts, subject to annual EPAs
 - ✓ Other Capital Upgrades are additional projects (including improvements and expansion to the existing water and wastewater infrastructure) that in many cases are outside the scope of the 50-year contracts and are granted through contract modifications
- ❑ Filings for EPAs and requests for equitable adjustment provide ASUS with **additional revenues and operating income**

☐ Growth potential in earnings

- 2022 Adjusted EPS of \$2.59 per share with a **5-Year CAGR on Adjusted EPS from Continuing Operations of 8.2% from 2017 - 2022**
- Planned CapEx at **3.5-4.0 X** Depreciation increases rate base at the regulated utility businesses
- Significant recent success and growth prospects for the military base privatization business

☐ Strong dividend track record

- Increased the dividend in 2023 by 8.2% achieving a **5-Year CAGR of 9.4% from 2018 - 2023⁽¹⁾**
- Increased dividends to shareholders each calendar year for 69 consecutive years
- Paid dividends to shareholders every year since 1931
- Targeting a compound annual growth rate **of more than 7%** over the long term. Given AWR's earnings growth prospects, there is room to grow the dividend

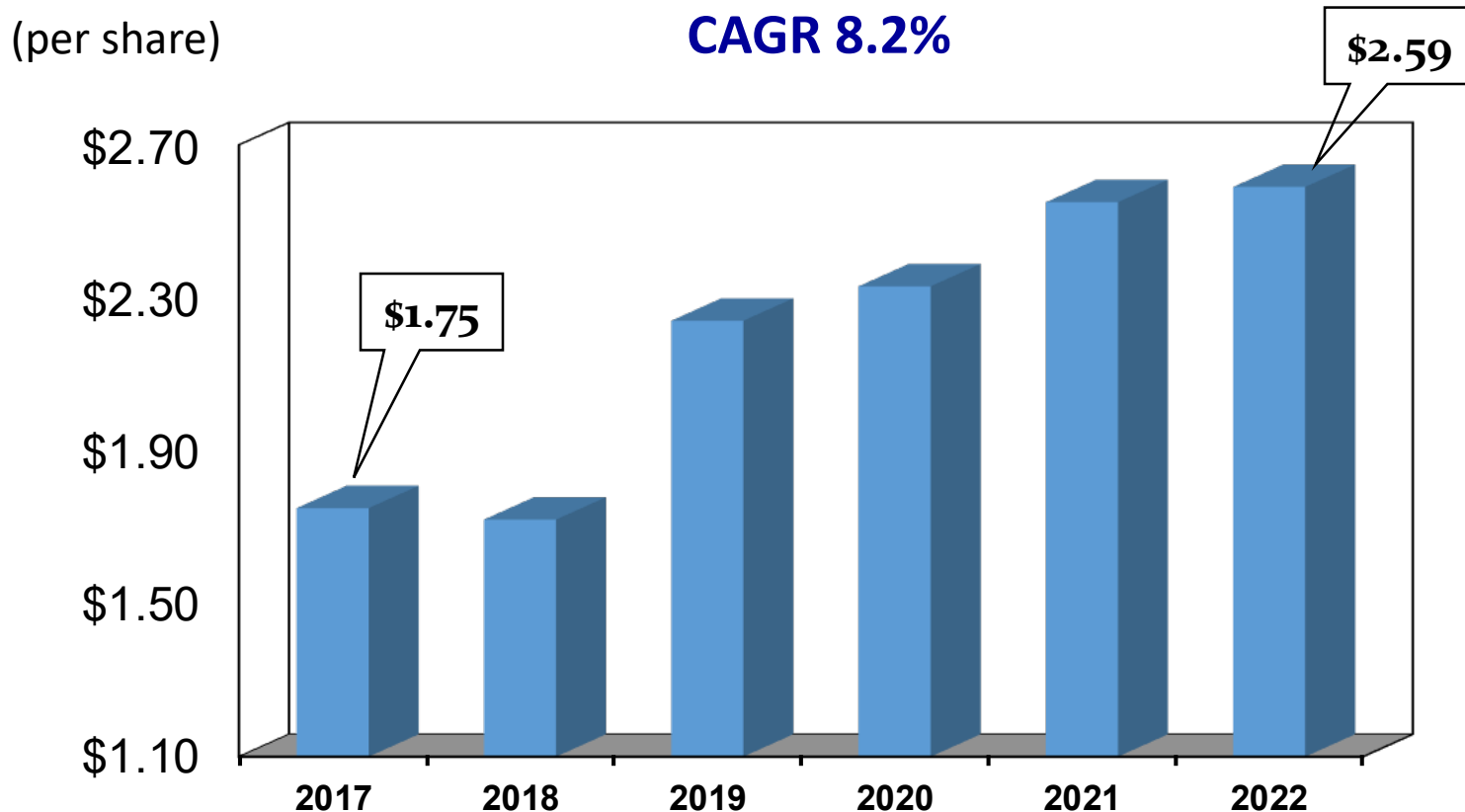
☐ Favorable regulatory environment in California

- Forward-looking (future) test years limit regulatory lag
- Recovery of / Return on Rate Base through the regulatory process
- Decouple revenue from sales to provide consistent returns through a Water Revenue Adjustment Mechanism (WRAM) for GSWC that currently remains in effect and a Base Revenue Requirement Mechanism (BRRAM) for BVES

⁽¹⁾ The company has achieved a 10-Year CAGR of 8.1% in its calendar year dividend payments from 2013 – 2023.

- ❑ **Well-positioned for privatization and consolidation opportunities**
 - Highly fragmented industry; few publicly-traded players; high barriers to entry
- ❑ **Aggressive posture toward recovery of operating costs and CapEx**
- ❑ **Stable utility customer base**
- ❑ **Seasoned and committed management team and Board**
- ❑ **Significant gender diversity at the Board level**
 - Three of AWR's eight independent directors are women
- ❑ **Strong balance sheet:** "A" rating at AWR and "A+/A2" ratings at GSWC – some of the highest in the industry
- ❑ **Valuable water rights portfolio:** AWR owns ~70,200 acre-feet of adjudicated groundwater rights and a significant number of unadjudicated groundwater rights. In addition, AWR owns ~11,300 acre-feet of surface water rights

Adjusted⁽¹⁾ Diluted EPS from Continuing Operations



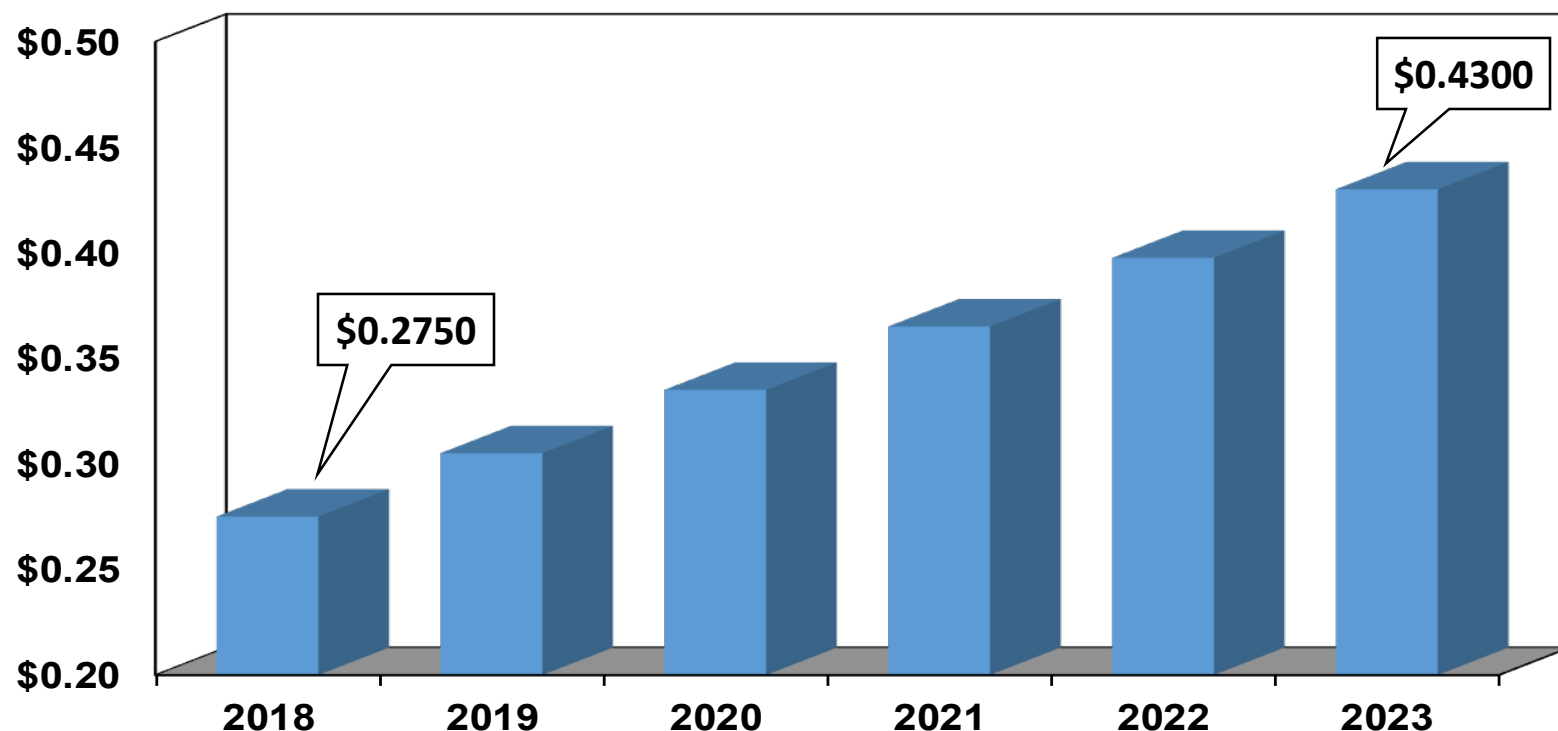
(1) In the chart above, 2017 **excludes** \$0.13 per share gain on the sale of GSWC's Ojai water system; 2019 **excludes** \$0.04 per share for the retroactive impact of the electric GRC related to 2018; and 2022 **includes** \$0.38 per share for the impact of new 2022 rates that were not recorded in 2022 because of the delay in receiving a decision in the water general rate case proceeding and **excludes** a \$0.10 per share loss on investments. Consolidated diluted EPS as reported for 2017, 2019 and 2022 were \$1.88, \$2.28 and \$2.11, respectively.

Quarterly Dividend Growth

69 Consecutive Years of Quarterly Dividend Rate Increases

(per share)

CAGR 9.4%



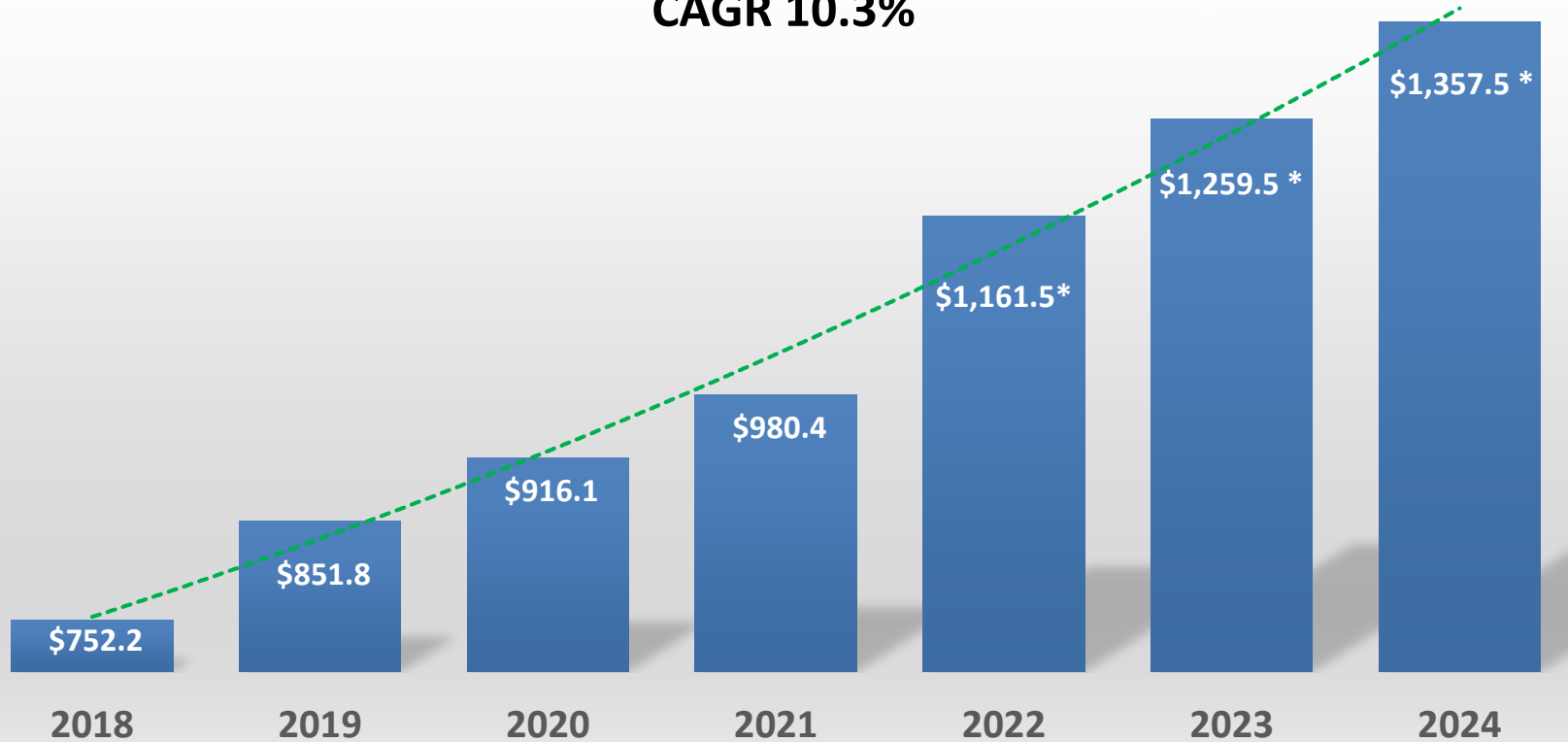
*In August 2023, the Board of Directors approved an 8.2% increase in the quarterly dividend
Targeting a dividend growth rate of more than 7% over the long term*

GSWC Adopted Average Water Rate Base



(in millions)

CAGR 10.3%



* Based on the June 2023 final CPUC decision issued in the water general rate case and including \$9.4 million in advice letter projects.



- ❑ **November 2023:** AWR’s credit facility was amended to increase the borrowing capacity from \$150 million to \$165 million to provide additional support to AWR parent and ASUS. The amendment also provided for the addition of a new bank to the existing syndicate bank group. In June 2023, AWR had entered into a new credit agreement with a term of five years provided by a syndicate of banks and financial institutions. A separate credit facility for GSWC was also established as discussed later.
- ❑ **August 2023: An 8.2% increase** in the third quarter cash dividend, resulting in an increase in the annual dividend from \$1.59 per share to \$1.72 per share. The company has achieved a compound annual growth rate of 9.4% in its quarterly dividend rate over the last five years.
- ❑ **July 2023/January 2023:** Maintenance of strong Credit Ratings:
 - S&P: “A” credit rating for AWR with a stable outlook; and “A+” credit rating for GSWC with a stable outlook
 - Moody’s: “A2” rating with a stable outlook on GSWC
- ❑ **July 2020:** Effective July 1, 2020, completed a reorganization plan that transferred GSWC’s electric division to Bear Valley Electric Service, Inc., a separate legal entity and wholly owned subsidiary of AWR.

- ❑ **August 2023:** GSWC filed a new GRC application, which will determine new water rates for the years 2025 – 2027. Among other things, GSWC requested capital budgets of ~\$611 million for the 3-year rate cycle. A decision is scheduled in late 2024 with new rates to become effective 1/1/2025.
- ❑ **June 2023:** The CPUC adopted a final decision in GSWC’s general rate case that determines new water rates for the years 2022 – 2024. The final decision approved the settlement agreement in its entirety between GSWC and the Public Advocates Office at the CPUC. Among other things, the settlement agreement:
 - resolved all issues related to the calculation of the 2022 annual revenue requirement in the general rate case application retroactive to January 1, 2022;
 - authorizes GSWC to invest approximately \$404.8 million in capital infrastructure over the three-year cycle, plus \$9.4 million of capital projects that have been completed and were filed for revenue recovery effective February 15, 2022 through advice letters;
 - increased GSWC’s adopted operating revenues for 2022 by approximately \$30.3 million, which includes an increase for higher adopted water supply costs of \$9.6 million, as compared to the 2021 adopted revenues, excluding the advice letter project revenues; and
 - allowed for additional increases in adopted revenues for 2023 that were retroactive to January 1, 2023, and will also allow for potential additional increases in adopted revenues for 2024 subject to an earnings test and forecasted inflationary index values.

The impact of the final decision has been recorded during the nine months ended September 30, 2023, which included the impact of retroactive rates of \$0.38 per share related to the full year of 2022 as reported in our Form 10-Q filed with the SEC on November 6, 2023.

- **June 2023:** The CPUC issued a final decision in the cost of capital proceeding that, among other things,
- adopts GSWC's requested capital structure of 57% equity and 43% debt;
 - adopts a cost of debt of 5.1% for GSWC as compared to 6.6% previously authorized;
 - adopts a return on equity of 8.85% for GSWC as compared to 8.9% previously authorized;
 - allows for the continuation of the Water Cost of Capital Mechanism through December 31, 2024, and which resulted in an increase in GSWC's 8.85% adopted return on equity from the final decision to 9.36% effective July 31, 2023 through December 31, 2023, and 10.06% effective January 1, 2024; and
 - adopts the new cost of capital for the three-year period commencing January 1, 2022 through December 31, 2024.

Based on the final decision, all adjustments to rates are prospective and not retroactive. GSWC filed an advice letter that implemented the new cost of capital effective July 31, 2023. As a result, during the nine months ended September 30, 2023, the Company has recorded an increase in water revenues of \$6.4 million, or \$0.13 per share, resulting from the reversal of revenues subject to refund due to a change in estimates from what had been recorded during 2022 as a result of the lower cost of debt, as reported in our Form 10-Q filed with the SEC on November 6, 2023.

- ❑ **June 2023:** GSWC entered into its own separate credit agreement with a term of five years provided by a syndicate of banks and financial institutions, and that provides for a \$200 million unsecured revolving credit facility to support its water operations and growing capital investment program. A default under any indebtedness of AWR parent or any of its other subsidiaries will not result in a default under GSWC's credit agreement.
- ❑ **December 2022:** GSWC executed a note purchase agreement for the issuance of unsecured private placement notes totaling \$130 million. The note purchase agreement included a delayed-draw feature. In January 2023, GSWC requested the funds and issued \$100 million of 10-year notes at 5.12% and \$30 million of 15-year notes at 5.22%.
- ❑ **May 2021:** GSWC redeemed its 9.56% private placement notes early in the amount of \$28 million with a maturity date in 2031. Cost savings from redeeming higher interest rate debt are passed on to customers.

- ❑ **August 2020:** The CPUC issued a decision, which addressed various issues including eliminating the continued use of the WRAM and MCBA by investor-owned water utilities (IOWUs) in California beginning with general rate case (GRC) applications filed after the effective date (August 27, 2020). The final decision:
 - provides the option for IOWUs to propose a limited price adjustment mechanism referred to as the Monterey-Style WRAM, and an incremental supply cost balancing account in its next GRC, and
 - allows GSWC to keep the use of the WRAM and MCBA through 2024, which was confirmed in a procedural hearing held in connection with GSWC’s pending GRC.

In September 2022, the governor of California signed SB 1469 allowing Class A water utilities, effective 1/1/2023, to request the use of the WRAM in their next GRC’s. GSWC has requested the WRAM in its recent GRC filed in August 2023 that will establish new rates for the years 2025 – 2027, which will be subject to CPUC approval.

In October 2020, GSWC, three other California IOWUs, and the California Water Association (CWA) filed applications with the CPUC for rehearing on the discontinuation of the WRAM and MCBA, which the CPUC denied in September 2021. Each separately filed petitions with the California Supreme Court (Court) to review the matter. In May 2022, the Court granted the petition for writ of review and ordered the IOWUs and CWA to file opening briefs, which were filed on September 1, 2022. There is no timeline for the Court to complete their review. At this time, management cannot predict the final outcome of this matter.

- ❑ **June 2023:** BVES has a separate revolving credit facility without a parent guaranty that supports its electric operations and capital expenditures, which was amended on June 16, 2023 to increase the borrowing capacity from \$35.0 million to \$50.0 million. In addition, the amendment to the credit agreement also extended the credit facility to July 1, 2026, and provides an option to increase the facility by an additional \$25.0 million, subject to lender approval.

- ❑ **December 2022:** The Office of Energy Infrastructure Safety (OEIS) under the California Natural Resources Agency issued a final decision approving BVES's 2022 Wildfire Mitigation Plan (WMP) update that it had filed in May 2022. In February 2023, the CPUC ratified BVES's 2022 WMP, which among other things, approved capital projects and programs dedicated to improving system safety and reliability specifically aimed at reducing the possibility of wildfires. California legislation requires all investor-owned electric utilities to have a WMP approved by OEIS and ratified by the CPUC.

- ❑ **December 2022:** BVES had submitted a request in September of 2022 for renewal of its safety certification to OEIS. In December 2022, OEIS issued a renewal of its safety certification to BVES. Under California legislation a safety certification improves electric utilities' ability to recover wildfire costs.

- ❑ **August 2022:** BVES filed a general rate case application to set new electric rates for the years 2023 – 2026. Among other things, BVES requested (i) capital budgets of ~\$62 million for the four-year rate cycle, and another \$6.2 million for a large line replacement capital project to be filed for revenue recovery through an advice letter when the project is completed; (ii) a capital structure for BVES of 61.8% equity and 38.2% debt, a return on equity of 11.25%, an embedded cost of debt of 5.51%, and a return on rate base of 9.05%; and (iii) recovery of more than \$22 million of previously incurred capital investment performed under BVES’s WMPs, as well as other incremental costs. Hearings were held in July 2023. When approved, the new 2023 rates are expected to be effective and retroactive to 1/1/2023.
- ❑ **April 2022:** BVES completed the issuance of \$35 million in unsecured private placement notes consisting of \$17.5 million at a coupon rate of 4.548% due April 28, 2032, and \$17.5 million at a coupon rate of 4.949% due April 28, 2037. BVES used the proceeds to pay down amounts outstanding under its credit facility.
- ❑ **August 2019:** A final CPUC decision in the last electric general rate case set new rates for 2018 - 2022. The decision (i) increased adopted base rates and revenues by \$2.3 million for 2018, \$1.2 million for each of the years 2019 and 2020, by \$1.1 million in 2021, and by \$1.0 million in 2022; and (ii) authorized \$44 million of capital projects, which are dedicated to improving system safety and reliability. Revenues billed to electric customers thus far in 2023 have been based on 2022 adopted rates and will remain in effect until finalization of the pending electric general rate case application.

- ❑ California started the 2023 water year, beginning on October 1, 2022, as potentially the fourth driest consecutive year of drought. However, a series of storm events during the first half of the 2023 calendar year have delivered a promising outlook to the State’s supply conditions.
 - As of November 14, 2023, the U.S. Drought Monitor reported that none of California was considered in “Moderate Drought” and only approximately 5% was “Abnormally Dry”, which is a significant improvement since the beginning of the year due to the series of storms.
 - At the start of 2023, the California Department of Water Resources (“DWR”) initially set the California State Water Project (“SWP”) allocations at 5%. Due to improved precipitation and snow levels experienced state-wide, in April 2023, DWR increased the SWP allocation to 100%, which is the first time the full contracted SWP allocation has been at this level since 2006.
 - The Metropolitan Water District of Southern California, GSWC’s large water wholesaler, lifted outdoor watering restrictions that had impacted GSWC’s SWP dependent service areas of Simi Valley and Claremont that had been in place since mid-2022.
- ❑ CPUC has authorized memo accounts to track incremental drought-related costs for future recovery
- ❑ BVES’s service territory has experienced above average precipitation during the last three full calendar years (2020 - 2022). BVES’s WMPs are being executed, which include capital projects and programs dedicated to improving system safety and reliability specifically aimed at reducing the possibility of wildfires.

- ❑ **September 2023:** ASUS was awarded a new 15-year contract by the U.S. government that is different than its existing 50-year contracts to operate, maintain, and provide construction management services for the water distribution and wastewater collection and treatment facilities at Joint Base Cape Cod (“JBCC”) located in Massachusetts. Under this contract, ASUS will have the opportunity to perform work at JBCC through the periodic issuance of task orders by the U.S. government for up to a maximum initial firm fixed-price value of \$45.0 million over a 15-year period, subject to adjustments as task orders are issued. In September 2023, the first task order was issued with a value of \$2.3 million to perform an evaluation, construction and transition services that are scheduled for completion in 2024.
- ❑ **August 2023:** The U.S. government awarded ASUS a new 50-year contract to operate, maintain, and provide construction management services for the water distribution and wastewater collection facilities at Naval Air Station Patuxent River in Maryland. The initial value of the contract is **~\$350 million** over the 50-year period and is subject to inventory and annual economic price adjustments. ASUS will assume operations following the completion of a six-month transition period.

- ❑ **ASUS continues** to pursue new construction work on the military bases it serves:
 - YTD September 2023, ASUS has been awarded \$20.4 million in new construction projects for completion in 2023 through 2026. This is in addition to \$34.4 million awarded in 2022 being completed through 2025.
 - Despite COVID-19-related delays, ASUS was awarded \$17.3 million and \$15.5 million of new construction projects in 2021 and 2020, respectively.
 - In the prior few years, new construction awards have exceeded \$20 million per year.

- ❑ **Update on Economic Price Adjustments (EPAs)** with the U.S. government for operating and maintaining the water and wastewater systems at the various military bases.
 - Pricing on all ASUS 50-year contracts with the U.S. government is current
 - All the contracts have successfully been converted to annual EPAs

- ❑ Deliver outstanding customer service
- ❑ Focus on operational efficiency to minimize costs to customers and determine additional ways to generate efficiencies through new technology implementation and process improvement
- ❑ Make prudent capital additions that enhance shareholder and customer value on a timely basis within approved rates:
 - In 2022, the Regulated Utilities invested **\$167.5 million** in company-funded capital. They expect to spend **\$155 – \$170 million** in 2023.
 - Adopted Average Water Rate Base at GSWC is forecasted to grow at a 6-Year CAGR of **10.3%** from 2018 through 2024.
- ❑ Earn the authorized return on equity and return on rate base

- Receive timely recovery of costs
- Maintain good working relationship with state regulatory commission
- Be proactive in managing resources and influencing policy
- Expand customer base through organic growth and acquisitions
- Employ management systems to conserve water and energy resources (see our *ESG Report* available at www.aswater.com)
- Maintain a strong water supply portfolio
- Purchase goods and services from diverse vendors

- ❑ Increase net income at the military bases currently served through:
 - Efficient operations
 - Requests for equitable adjustments
 - Economic price adjustments

- ❑ Increase the size and scope of our contracted services operations:
 - Further develop service opportunities on current military bases
 - Actively pursue numerous military bases still to be privatized; active bids are currently in process

- ❑ Earn higher returns on investment than the allowed returns for regulated utilities

- ❑ Deliver outstanding customer service

- ❑ GSWC meets its customers' water demand on average with:
 - **~50%** from GSWC's own groundwater sources
 - ✓ GSWC has a significant portfolio of adjudicated water rights
 - **~45%** purchased principally from the The Metropolitan Water District (MWD) and its member agencies, imported from:
 - ✓ California State Water Project
 - ✓ Colorado River
 - **~5%** from surface water under contracts with the United States Bureau of Reclamation and the Sacramento Municipal Utility District

Environmental Strength

- ❑ Water usage per customer by Golden State Water Company customers was 36.5% lower in 2022 than in 2007
- ❑ Capital improvement program at the regulated utilities has totaled \$690.7 million in the last five years (2018-2022), improving water and electric reliability and reducing water loss throughout our systems, including \$167.5 million in 2022 of which \$21.7 million was spent on environmental control facilities.
 - Capital spending in 2023 is expected to be \$155 - \$170 million, of which \$24.3 million will be on environmental control facilities
- ❑ Target goal to reduce greenhouse gas emissions 60% by 2035
- ❑ BVES's renewable power represented 38.5% of total electric supply purchases in 2022. California's Renewables Portfolio Standard requirements continue to escalate, reaching 50% by 2026 and 100% carbon free by 2045.
- ❑ Our Environmental Guidelines commit to protecting the environment, ensuring the health and safety of our employees, our customers, and the diverse communities where we operate.
- ❑ California, home to our regulated utilities, is one of the leading states in the nation in setting environmentally-sensitive policies.

- ❑ Providing safe, reliable water, electricity and wastewater services to over one million customers every day including homes, commercial and industrial businesses, and military bases.
- ❑ Community service – giving back to our local communities and military programs through volunteering and charitable contributions.
- ❑ Doing business with a broad group of vendors - our regulated utilities spend with diverse suppliers was 34.2% in 2022, a four-fold increase since 2004. At ASUS, in 2022 we awarded 70.5% of available dollars to small businesses, far exceeding the U.S. government’s requirements.
- ❑ Diversity focus – Our commitment to diversity and inclusion is embodied in the Company’s core values and our Diversity & Inclusion Policy provides the framework and covers all aspects of employment. Our workforce is representative of the U.S. workforce population in terms of ethnic diversity.

- ❑ 8 of 9 board members are independent, including the Chairman
- ❑ 3 of 8 (nearly 40%) independent board members are female, including the Chairman
- ❑ 75% of the CEO's long-term equity awards are performance-based
- ❑ The Company's clawback policy for its performance-based executive compensation meets the SEC's new clawback rules
- ❑ No poison pill
- ❑ The Nominating and Governance Committee of the Board of Directors provides Sustainability oversight at the Board level. Updates to the ESG Report and the issues and disclosures contained within, are reviewed by this committee.

We will continue to:

- Focus on growing the regulated utility businesses through necessary infrastructure replacement and water customer acquisition
- Improve efficiency of current operations at all business segments
- Pursue rate case and other regulatory filings timely
- Grow the contracted services business through additional military base privatizations and by developing significant opportunities for new construction work on the bases we currently serve
- Meet the needs of our customers and investors
- Be a leader in the industry by sticking to what we do best

***Providing value for investors and quality
service to the customer***



<http://www.aswater.com>