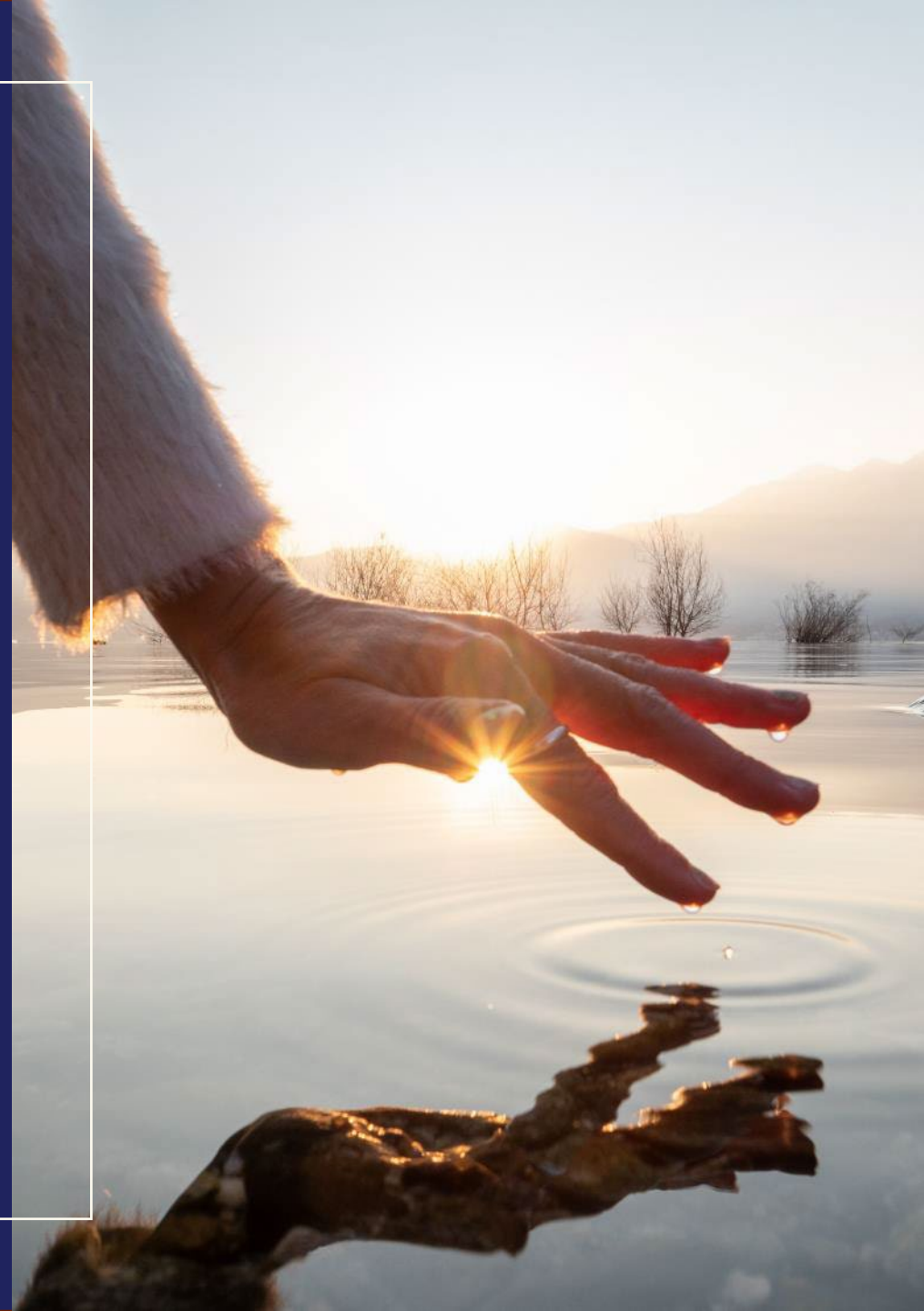


First Quarter 2026 Financial Results & Update Presentation

H₂O America



On Today's Call



Andrew F. Walters
Chief Executive Officer



Ann P. Kelly
Chief Financial Officer and
Treasurer



Bruce A. Hauk
President and
Chief Operating Officer

Forward-Looking Statements

Safe Harbor

This presentation contains forward-looking statements within the meaning of the federal securities laws relating to future events and future results of H2O America and its subsidiaries that are based on current expectations, estimates, forecasts, and projections about H2O America and its subsidiaries and the industries in which H2O America and its subsidiaries operate and the beliefs and assumptions of the management of H2O America. Some of these forward-looking statements can be identified by the use of forward-looking words such as “believes,” “expects,” “estimates,” “anticipates,” “intends,” “seeks,” “plans,” “projects,” “may,” “should,” “will,” “approximately,” “strategy,” or the negative of those words or other comparable terminology. These forward-looking statements are only predictions and are subject to risks, uncertainties, and assumptions that are difficult to predict. Therefore, actual results may differ materially and adversely from those expressed in any forward-looking statements.

The accuracy of such statements is subject to a number of risks, uncertainties and assumptions including, but not limited to, the following factors: (1) the risks associated with the proposed Quadvest and Cibolo Valley transactions, including, the risk of the proposed transactions not closing on the anticipated timeline, or at all, the ability to obtain required regulatory approvals, and the ability to successfully integrate Quadvest’s and Cibolo Valley’s operations and realize the projected financial and other benefits of the proposed transactions; (2) the effect of water, utility, environmental and other governmental policies and regulations, including regulatory actions concerning rates, authorized return on equity, authorized capital structures, capital expenditures, PFAS and other decisions; (3) changes in demand for water and other services; (4) unanticipated weather conditions and changes in seasonality including those affecting water supply and customer usage; (5) the effect of the impact of climate change; (6) unexpected costs, charges or expenses; (7) our ability to successfully evaluate investments in new business and growth initiatives; (8) contamination of our water supplies and damage or failure of our water equipment and infrastructure; (9) the risk of work stoppages, strikes and other labor-related actions; (10) catastrophic events such as fires, earthquakes, explosions, floods, ice storms, tornadoes, hurricanes, terrorist acts, physical attacks, cyber-attacks, epidemic, or similar occurrences; (11) changes in general economic, political, legislative, business and financial market conditions; and (12) the ability to obtain financing on favorable terms, or at all (including the financing for the proposed transactions with Quadvest in a timely manner), which can be affected by various factors, including credit ratings, changes in interest rates, compliance with regulatory requirements, compliance with the terms and conditions of our outstanding indebtedness, and general market and economic conditions. The risks, uncertainties and other factors may cause the actual results, performance or achievements of H2O America to be materially different from any future results, performance or achievements expressed or implied by such forward-looking statements.

Results for a quarter are not indicative of results for a full year due to seasonality and other factors. In addition, actual results, performance or achievements are subject to other risks and uncertainties that relate more broadly to our overall business, including those more fully described in our filings with the SEC, including our most recent reports on Form 10-K, Form 10-Q and Form 8-K. Forward-looking statements are not guarantees of future performance, and speak only as of the date made, and H2O America undertakes no obligation to publicly update or revise any forward-looking statement, whether as a result of new information, future events, or otherwise, except as required by law.

Welcome



Andrew Walters
Chief Executive Officer

A Good Start To 2026

- Strong Q1 financial results consistent with internal expectations
 - GAAP diluted EPS of \$0.49; Adjusted diluted EPS of \$0.50¹
- Raised \$700 million of equity to fund Quadvest acquisition and base capex through 2027
 - Includes a \$400 million equity forward component
- Affirming all aspects of financial guidance and growth targets initiated with our year-end 2025 update
- Continued to make progress on the regulatory front to execute on our financial plan



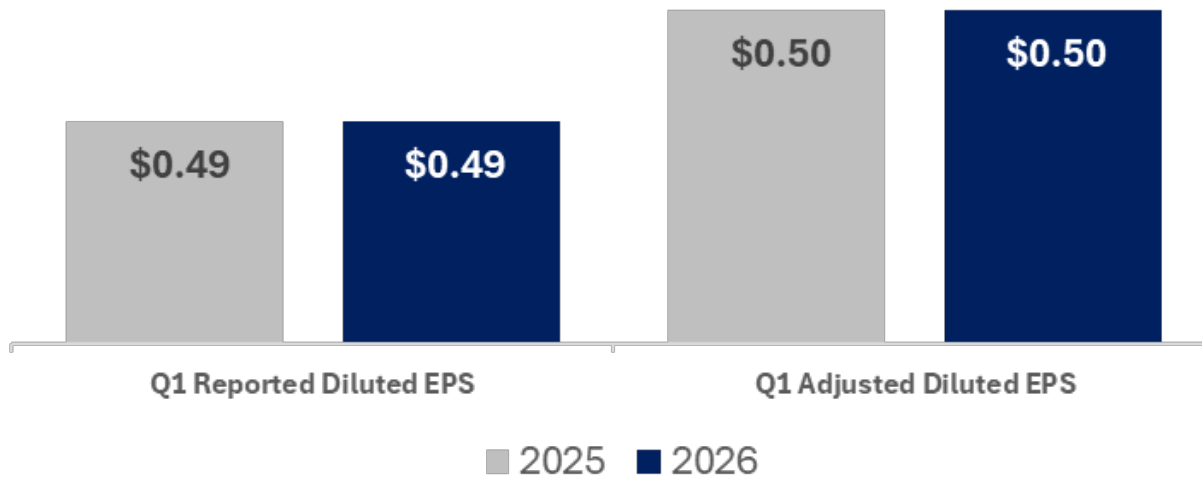
Financial Update



Ann Kelly
Chief Financial Officer
and Treasurer

Financial Highlights

First Quarter 2026 Diluted EPS
\$0.49 GAAP/\$0.50 Adjusted (Non-GAAP)



2026 Standalone Diluted EPS Guidance
of \$3.08-3.18¹

\$2.7B 5-year CapEx Plan²

To renew and replace aging infrastructure,
improve reliability and service quality, and
comply with environmental regulations

~13% Rate Base CAGR 2026-2030

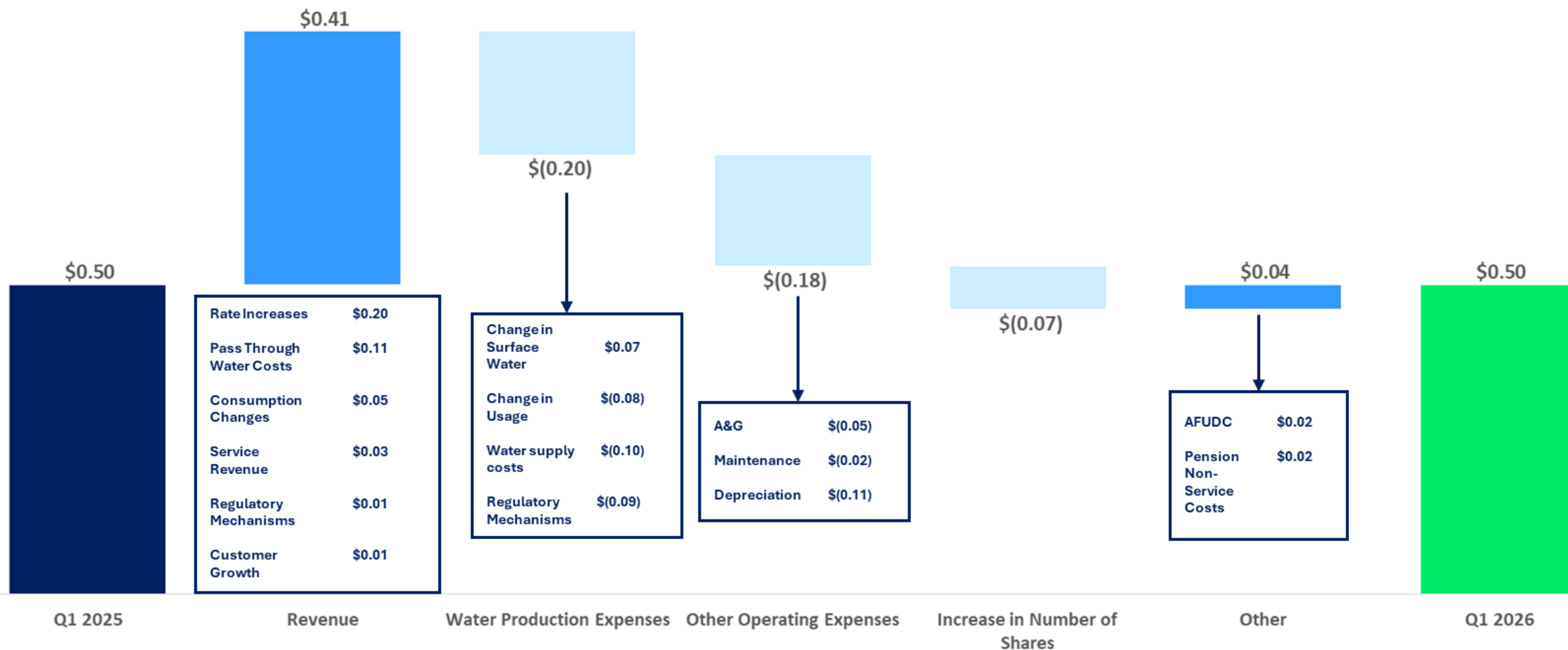
Non-linear Long-term EPS Growth
Rate of 6-8% (off 2025A)

8%+ EPS CAGR expected for the 2026-30 period

¹H2O America's earnings guidance is subject to numerous risks and uncertainties, including, without limitation, those factors described in the "Forward-Looking Statements" on slide 3 and the "Risk Factors" section of the company's annual and quarterly reports filed with the Securities and Exchange Commission (SEC). Because we are not able to predict certain potentially material items affecting diluted EPS on a GAAP basis, principally gains or losses on non-utility real estate transactions and expenses for merger and acquisition activities, we are unable to reconcile the fiscal year 2026 adjusted diluted earnings per share, a non-GAAP measure, to the diluted earnings per share, the most directly comparable measure in reliance of the "unreasonable efforts" exception set forth in the SEC rules.

² Includes expenditures for cloud-based systems recorded as deferred assets; TWC includes elevated level of planned investments in Texas following the anticipated closing of our pending acquisitions.

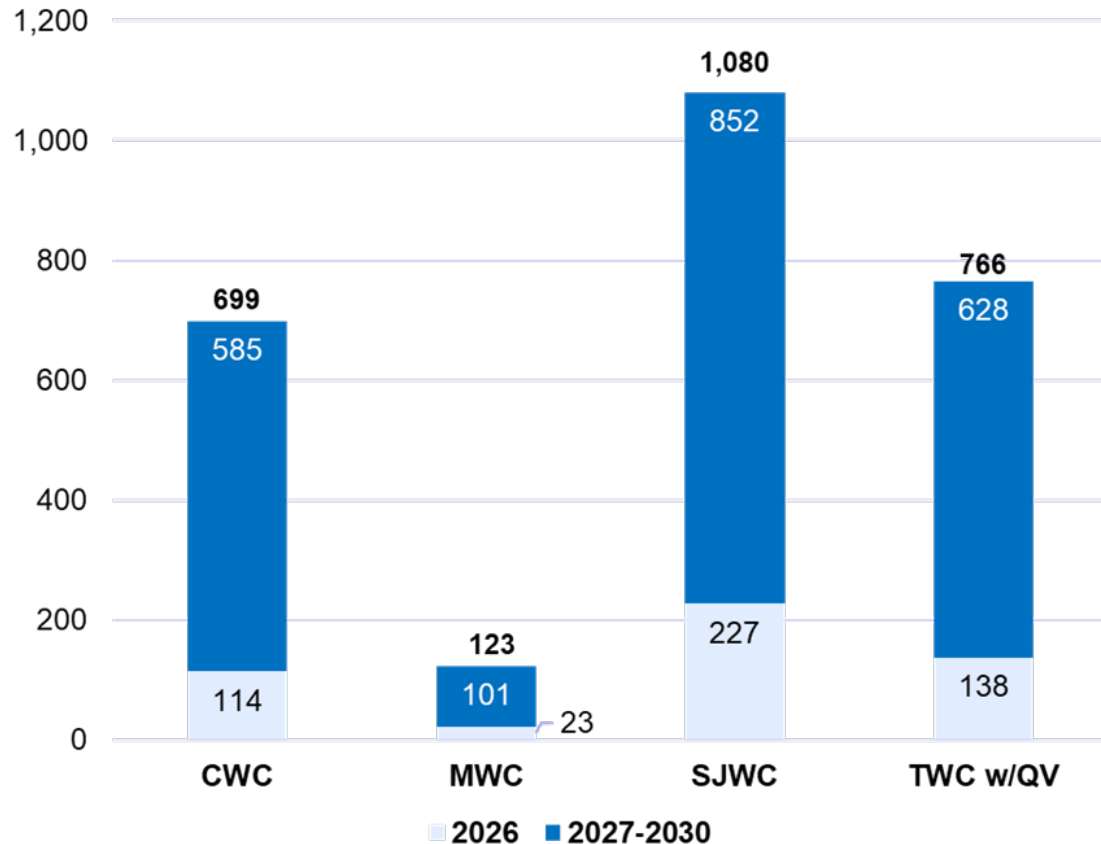
Q1'26 Adjusted Diluted EPS Flat Compared to Q1'25*



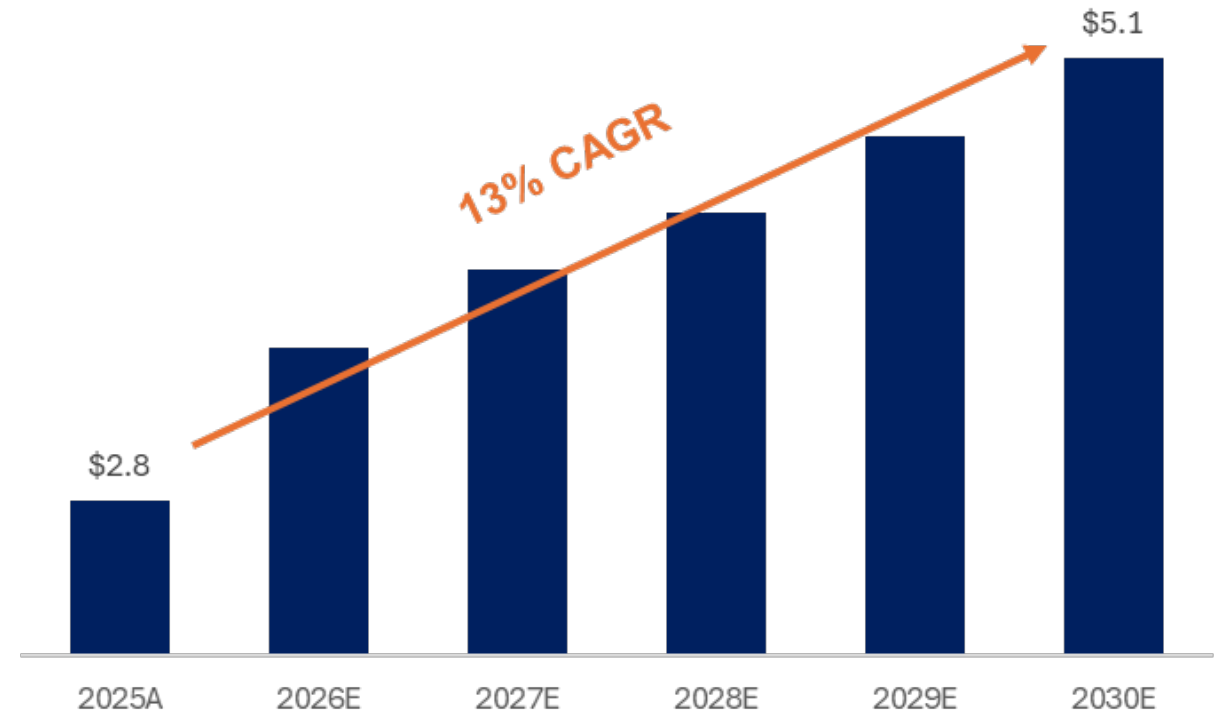
CapEx + Quadvest = Attractive Rate Base Growth

- 2026-30 capex budget of \$2.7B¹ plus the addition of Quadvest drives a projected 13% rate base CAGR
 - Through 3/31/26, we have invested \$85.3 million¹ in infrastructure (18% of FY2026 budget)

Planned CapEx by State 2026-30¹ (\$ in millions)

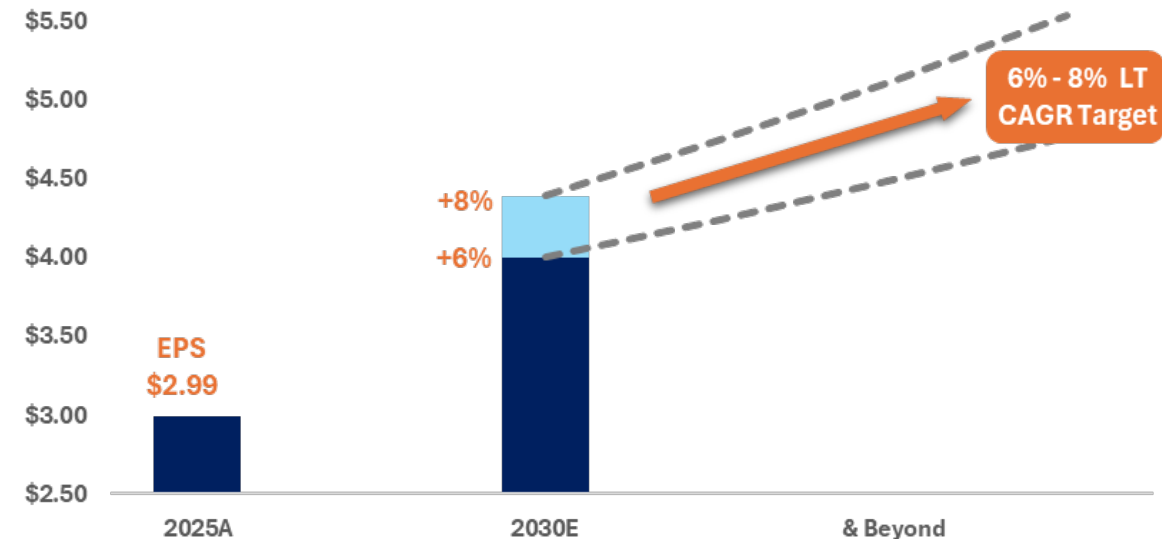


Projected Year-end Rate Base (\$ in billions)



6-8% Long-term EPS CAGR Guidance¹

- Non-linear, long-term 6-8% EPS growth rate
 - Anchored off 2025A adjusted diluted EPS of \$2.99
 - Reflects sustainable organic growth beyond 2030 supported by decades of elevated investment needs
- 2026E & 2027E EPS including Quadvest
 - Expect to fall below the ranges implied by our 6-8% CAGR
 - Quadvest dilution off standalone 2026 diluted EPS guidance midpoint of \$3.13 could be in the 10-20% range (financing and D&A costs are a drag prior to 2027 TX GRC)
- Overall 2026-30E EPS CAGR off '25A
 - Expect to be at or above the top of 6-8% range driven by:
 - 5-year capex budget of \$2.7 billion²
 - Anticipated Quadvest accretion beginning in 2028
 - Achieving fair and timely regulatory outcomes



¹ H2O America's earnings guidance is subject to numerous risks and uncertainties, including, without limitation, those factors described in the "Forward-Looking Statements" on slide 3 and the "Risk Factors" section of the company's annual and quarterly reports filed with the Securities and Exchange Commission. Because we are not able to predict certain potentially material items affecting diluted EPS on a GAAP basis, principally gains or losses on non-utility real estate transactions and expenses for merger and acquisition activities, we are unable to reconcile the fiscal year 2026 adjusted diluted earnings per share, a non-GAAP measure, to the diluted earnings per share, the most directly comparable measure in reliance of the "unreasonable efforts" exception set forth in the SEC rules.

Financing & Credit Metric Update

- **Equity Issuances:**

- Raised \$700 million in equity proceeds, including \$400 million through an equity forward agreement
- Provides the equity necessary to fund the Quadvest and Cibolo Valley acquisitions as well as our normal capex needs through 2027
 - Until Quadvest closes, we have paid off our bank lines of credit and invested the cash balance (\$153 million as of 3/31/26) in cash equivalents

- **Debt Issuances:**

- \$100-200 million of HoldCo & OpCo level debt for the Quadvest deal is still expected, though timing is flexible given upsized equity offering

- **Liquidity:** All \$370 million in bank lines of credit is available as of 3/31/26

- **FFO/Debt:**

- 2026 financing plan designed to protect our 'A' category rating (S&P downgrade threshold is 11%)
- Expect continued deleveraging throughout our 5-year plan

Regulatory and Acquisition Updates



Bruce A. Hauk
President and COO

Regulatory & Legislative Updates

San Jose Water:

- Filed on 4/10/26 for cost recovery of Williams Station PFAS remediation project outside of the GRC process. Estimated total capital cost is ~\$176M
 - If approved, rates would adjust annually via rate base filing offsets
- 2025-27 GRC's 2nd year step rate increase of \$17.2M effective 1/1/26
 - SJWC's 2028-30 GRC will be filed early January 2027

Connecticut Water:

- GRC letter of intent filed 3/13/26; within 60 days, CWC plans to seek a ~\$26M increase in annual revenues to recover ~\$129M of investments
- \$2.7M WICA revenue increase approved as filed, effective 4/1/26
- Initial Water Quality and Treatment Adjustment (WQTA) filing approved (\$0.6M increase effective 4/1/26). WQTA is the nation's first mechanism to recover capex needed to treat PFAS and emerging contaminants



Deferred Cost of Capital filing maintains 9.81% ROE through 2027, absent WCCM adjustments



WQTA allows for annual recovery of total capital invested; not limited to completed projects
7.5% annual cap
15% cap between GRCs

Regulatory & Legislative Updates

Maine Water:

- Stipulation in rate unification application approved Jan. '26; includes an affordability rate
 - First consolidated WISC application filed 2/27/26; requests a \$0.9M increase in annual revenues
 - First consolidated GRC filed 4/13/26; requests a \$9.5M increase in annual revenues to recover ~\$36M of investments

Texas Water:

- \$5.1M SIC application filed 10/6/25; second half 2026 decision expected
- Quadvest and Cibolo Valley FMV deals pending
- TWC plans to file combined TX GRC in early 2027 to recover significant water supply & reliability investments (\$300M+ just over the 2024-26 period) and recognize Quadvest's & Cibolo's rate base



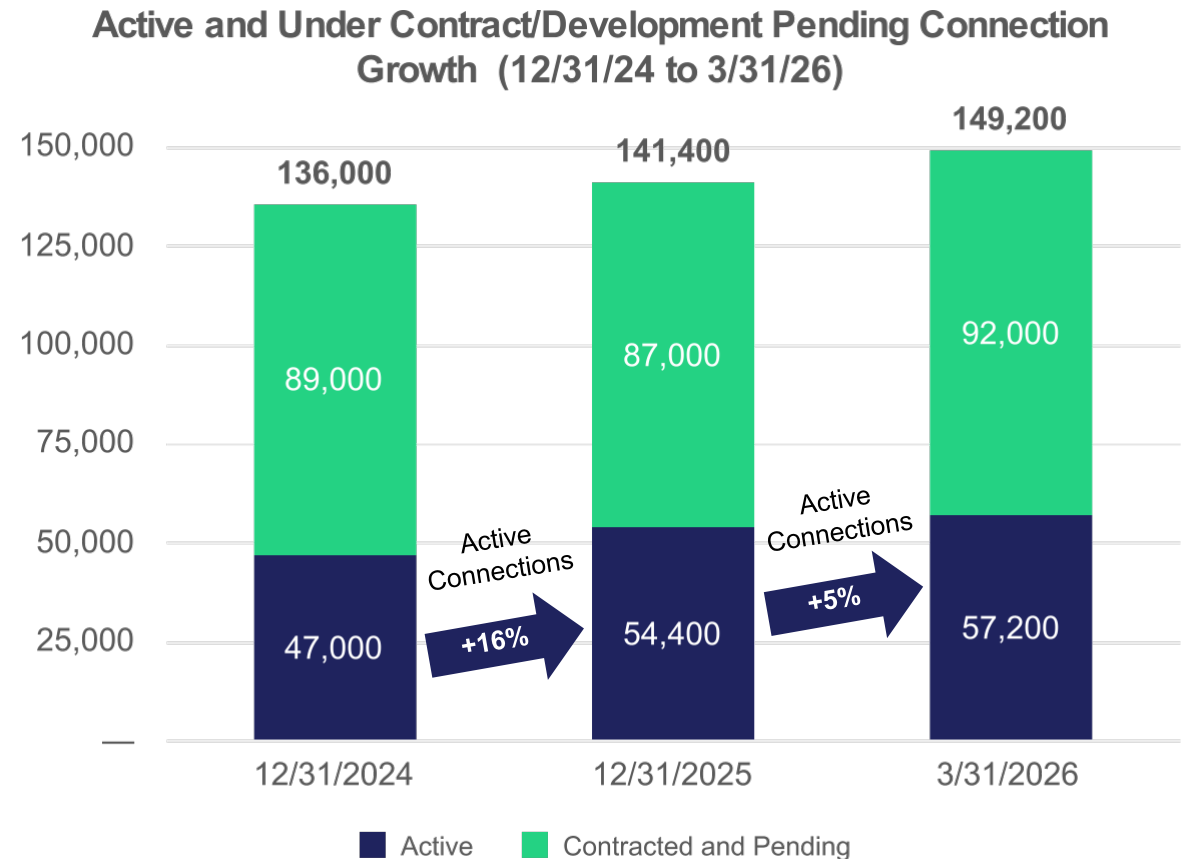
Rate unification stipulation allows the consolidation of 10 divisions into a single division and creates a needs-based financial assistance rate program



Expect smaller gap between TWC's allowed ROE and earned ROE following planned GRC

Progress on Quadvest

- Quadvest L.P.'s Fair Market Value (FMV) determination received late Dec. '25
 - In accordance with Texas' FMV statute, the purchase price of \$483.6M will serve as the ratemaking rate base
- Sale-Transfer-Merger (STM) application deemed administratively complete by the Public Utilities Commission of Texas in April '26
 - Requests approval of the acquisition of Quadvest L.P.'s assets and certification of the value of the rate base
- Closing expected second half of 2026



Welcome

Texas PUCT Updates:

- Welcome Commissioner Rhode

We protect
what's
precious.

H₂O America

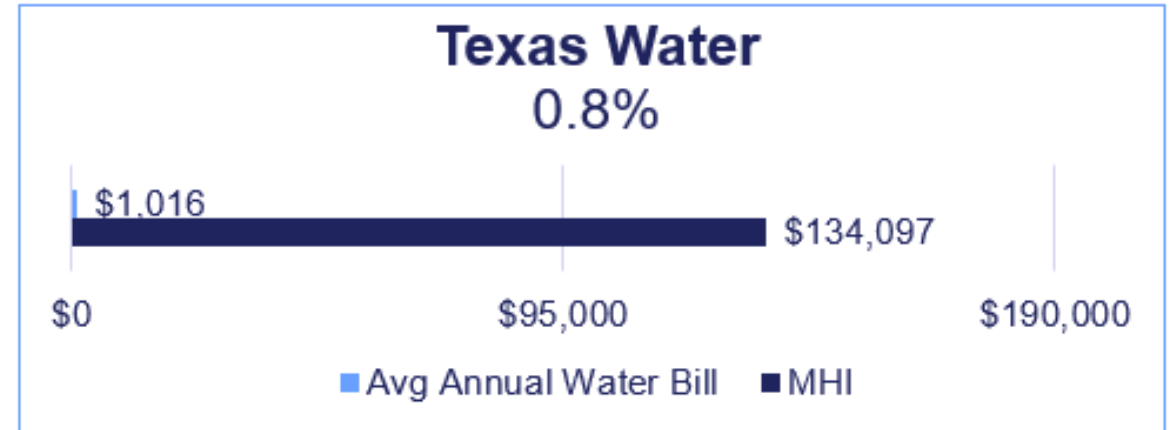
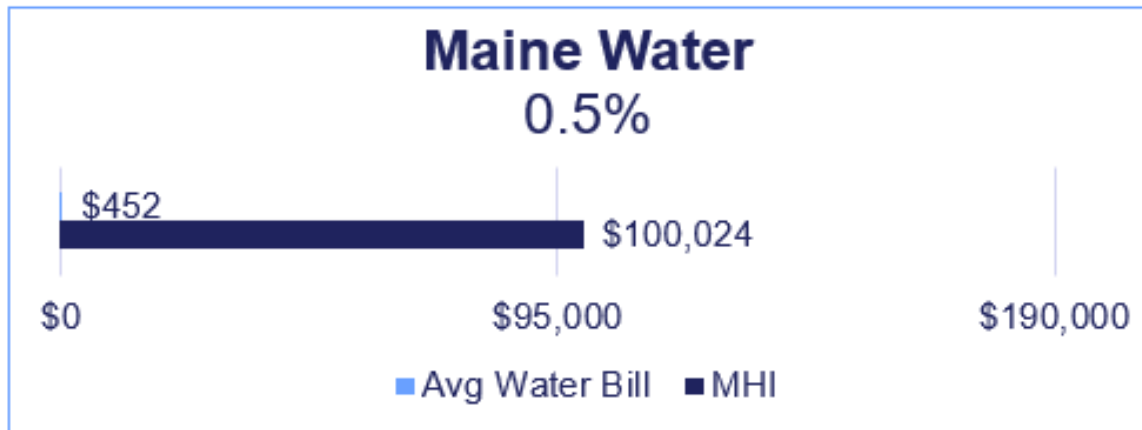
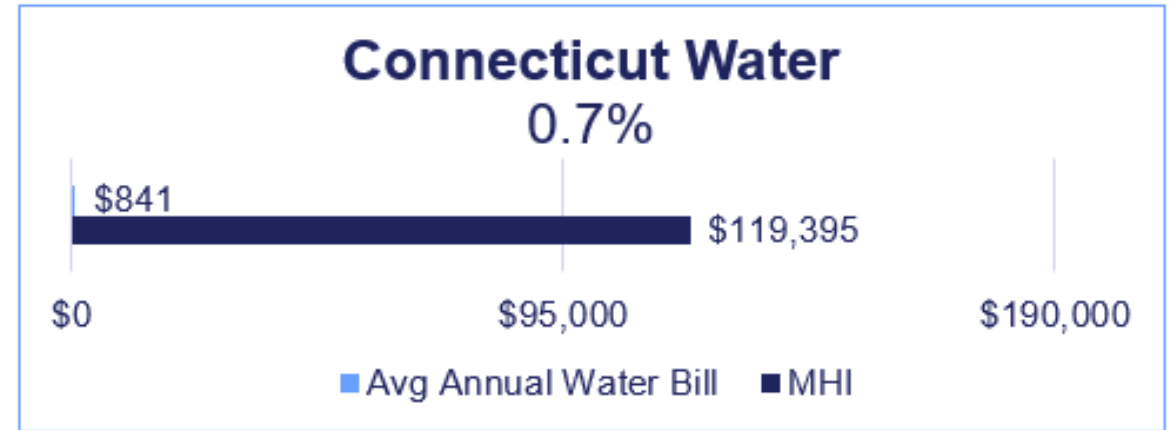
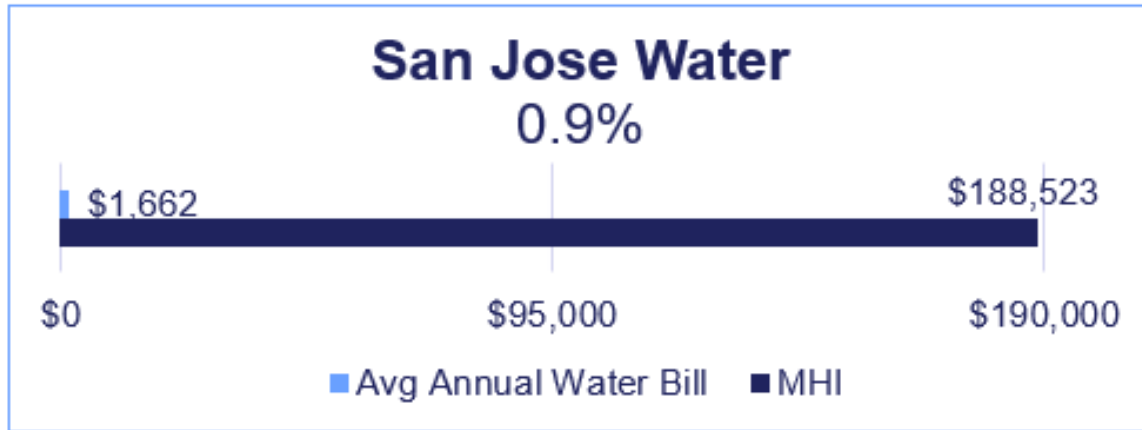


Appendix

The logo for H2O America, featuring the text "H2O America" in a white, sans-serif font. The "H2O" is stylized with a subscript "2" and a "0" that has a horizontal line through it, resembling a water molecule.

Customer Bill Affordability

Customer bills as a percentage of median household income¹



Key Statistics by State

	California	Connecticut	Maine ¹	Texas
Capital Structure and Authorized ROE				
Authorized capital structure (debt/equity)	45% / 55%	47% / 53%	49% / 51%	42% / 58% ²
Authorized ROE	9.81% ³	9.30%	9.50%	10.88% ²
Rate Base				
Authorized rate base (in millions)	\$1,308	\$784	\$149	\$96 ²
Estimated rate base at year-end (in millions) ⁴	\$1,461	\$878	\$204	\$212
Connections				
Water connections	232,000	109,000	34,000	30,000
Wastewater connections	0	3,000	0	1,000
Total Connections	232,000	112,000	34,000	31,000

¹ The authorized capital structure and return on equity shown are those of the largest division of MWC, the Biddeford and Saco division. This return on equity and capital structure will be used for any future Water Infrastructure Surcharge ("WISC") calculations for all divisions until the Maine Public Utilities Commission ("MPUC") has authorized or approved a different return on equity structure in a different proceeding.

² Estimated by management.

³ The approved Water Cost of Capital Mechanism ("WCCM")-adjusted return on equity is 10.01% less a 20-basis point reduction due to the reimplementation of the Water Conservation Memorandum Account ("WCMA").

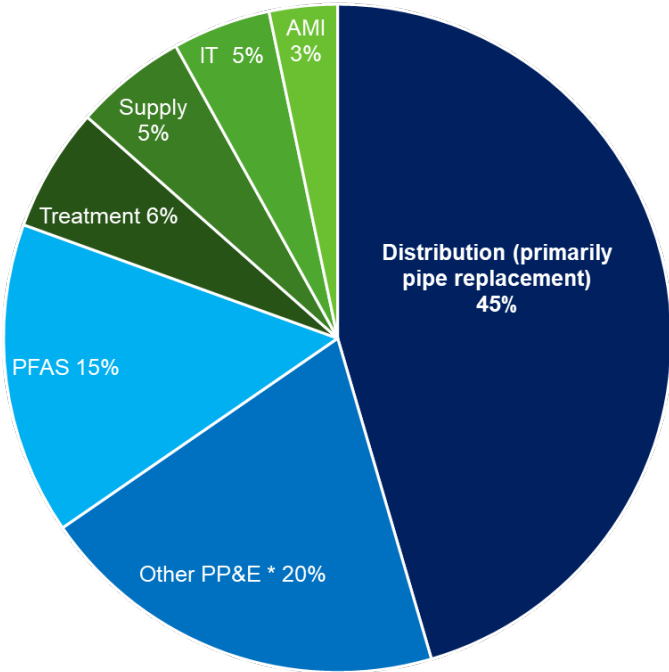
⁴ An approximation of year-end 2025 rate base that includes net utility plant not yet included in rate base pending rate case filings and outcomes.

Key Regulatory Filings

State	Docket #	Type*	Filing Date	Order Date	Status	Annual Revenue Requested	Annual Revenue Approved	Comments
CA	24-01-001	GRC	1/2/2024	12/19/2024	Alternate Proposed Decision approved	\$103M	\$53.1M	Step increases 3.91% in 2025, 2.55% in 2026 & 2.98% in 2027; \$450M 3-yr capital budget
CA	Advice Letter 613	GRC Decision 24-12-077	12/20/2024	1/10/2025	Effective 1/1/25	\$21.3M	\$21.3M	2025 step rate increase
CA	Advice Letter 617	AMI Rate Base Offset	5/28/2025	6/27/2025	Effective 7/1/25	\$6.8M	\$6.8M	
CA	21-05-001	Cost of Capital Extension Request	11/10/2025	11/18/2025	Approved			Extends current CoC return parameters through 12/31/2027
CA	Advice Letter 621/621A	GRC Decision 24-12-077	11/20/2025	1/10/2025	Effective 1/1/26	\$17.2M	\$17.2M	2026 step rate increase
CA	26-04-010	Cost Recovery of Williams Station PFAS Remediation Project	4/10/2026		Pending			Estimated capital cost of \$176M; adjust rates via annual rate base filing offsets
CT	23-08-32	GRC	10/3/2023	6/28/2024	Final Decision Issued	\$21.4M	\$6.5M	Additional \$1.1M in revenue if performance metrics met (met in 2025)
CT	23-08-32WI03	WICA	1/28/2025	3/26/2025	Effective 4/1/25	\$1.6M	\$1.6M	4.9% cumulative WICA
CT	23-08-32WI04	WICA	7/30/2025	9/24/2025	Effective 10/1/25	\$3.1M	\$3.1M	7.5% cumulative WICA
CT	23-08-32WQ02	Water Quality and Treatment Adjustment (WQTA)	1/22/2026	3/18/2026	Effective 4/1/26	\$648K	\$611K	First WQTA filing since law passed in 2025
CT	23-08-32WI06	WICA	1/26/2026	3/25/2026	Effective 4/1/26	\$2.7M	\$2.7M	9.9% cumulative WICA
CT	26-03-15	GRC			Filed Letter of Intent	~\$26M		Will file GRC within 60 days of 3/13/26 notice
ME	2024-00291	GRC Camden-Rockland	10/25/2024	6/27/2025	Effective 7/1/25	\$1.1M	\$865K	
ME	2024-00378	Request Unified Rate Schedule	12/31/2024	1/13/2026	Effective 2/1/26	Revenue neutral		Consolidate 10 rate jurisdictions into one
ME	2025-00125	WISC Biddeford-Saco	4/15/2025	6/24/2025	Effective 7/1/25	\$522K	\$522K	
ME	2025-00126	WISC Oakland	4/15/2025	6/24/2025	Effective 7/1/25	\$25K	\$25K	
ME	2026-00051	WISC (Consolidated)	2/27/2026		Pending	\$948K		First consolidated WISC filing
ME	2026-00028	GRC (Consolidated)	4/13/2026		Pending	\$9.5M		First consolidated GRC filing
TX	56974	System Improvement Charge	9/12/2024	5/15/2025	Effective 5/15/25	\$4.1M	\$4.1M	Recovery of eligible capital investment
TX	49859-132	Notice of Intent to Determine FMV	7/9/2025	8/7/2025	Appraisers Appointed			Quadvest acquisition
TX	49859-134	Notice of Intent to Determine FMV	8/27/2025	9/24/2025	Appraisers Appointed			Cibolo Valley acquisition
TX	58739	System Improvement Charge	10/6/2025		Pending	\$5.1M		Recovery of eligible capital investment
TX	59279	Sale-Transfer-Merger Application	1/22/2026		Pending			Quadvest acquisition
TX	59686	Sale-Transfer-Merger Application	4/21/2026		Pending			Cibolo Valley acquisition

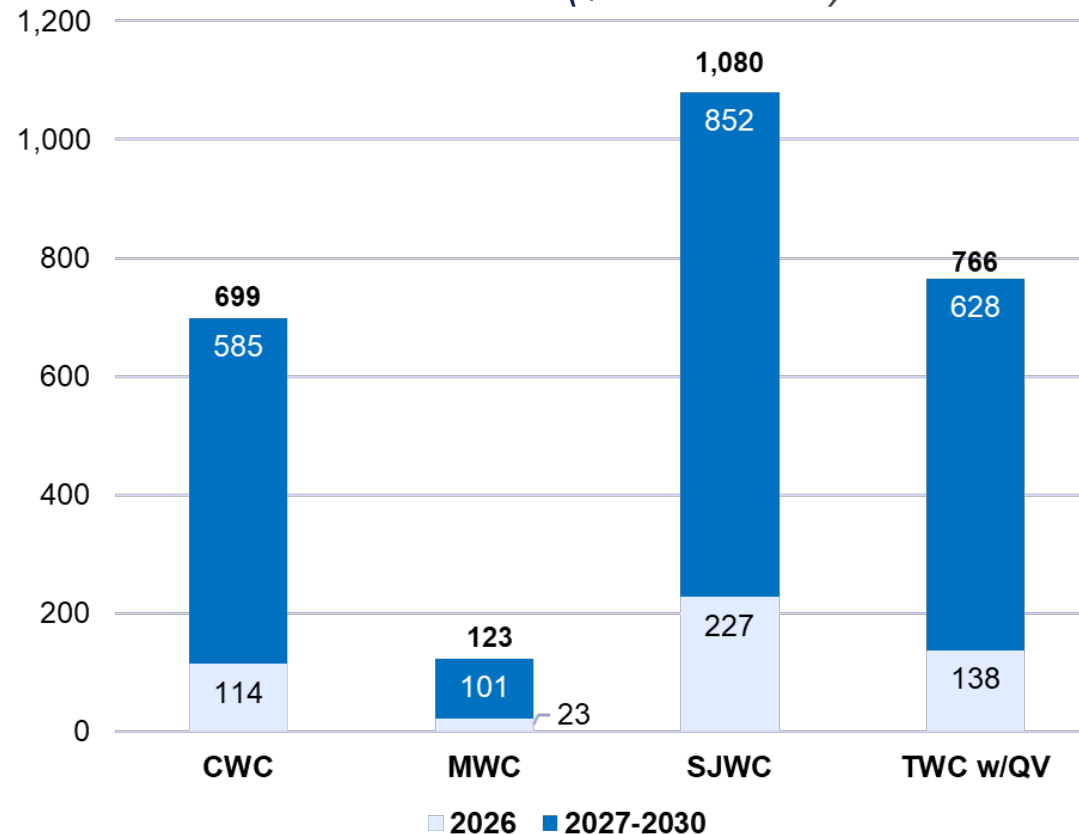
Breaking Down the 2026-30 CapEx Plan

Nearly half of 2026-30 budget is distribution system investments

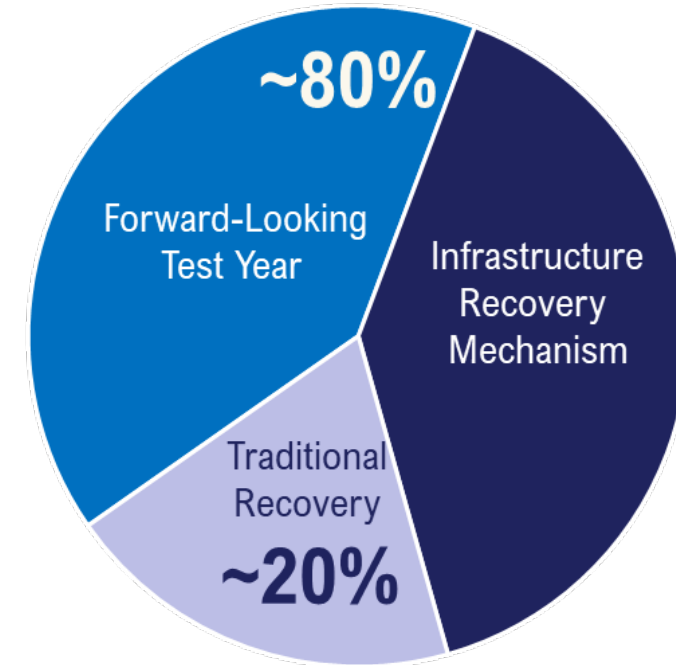


* Other PP&E includes pump station and equipment, reservoir and tanks & other equipment

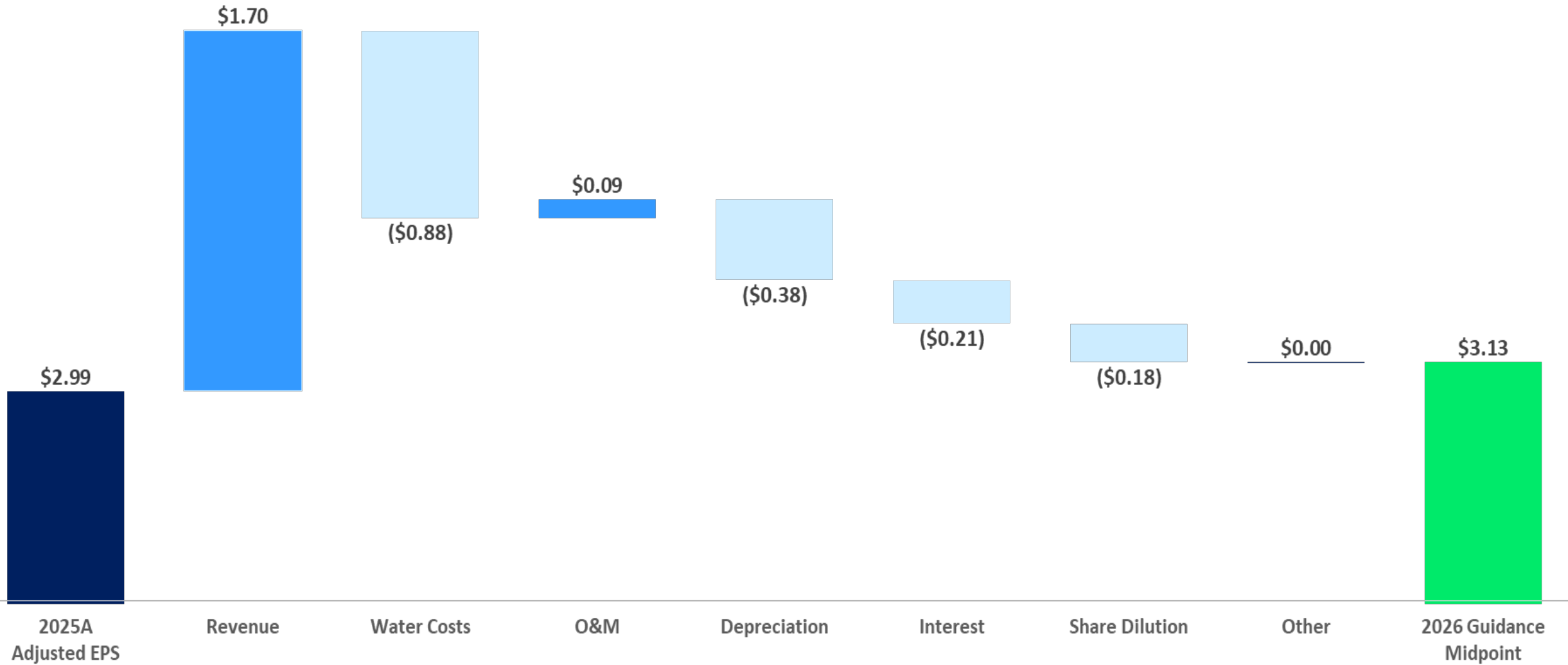
Planned CapEx by State 2026 - 2030¹ (\$ in millions)



Roughly 80% of 2026-30 budget qualify for timely regulatory recovery²



Adjusted Diluted EPS Bridge from 2025A to 2026 Guidance Midpoint*



Quadvest Acquisition Overview

Transaction Brings Growth, Relationships, and Reliable Service

- Provides water and sewer service in Southeast Texas for nearly 50 years through two operating entities, Quadvest LP and Quadvest Wholesale LLC
- Over 54,000 active connections and over 87,000 connections under contract and pending development¹.

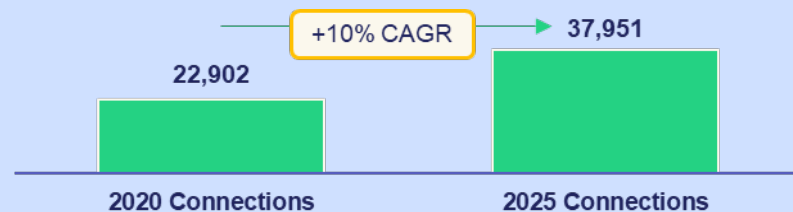
Quadvest LP (Regulated)

Regulated water and wastewater utility;
purchase price of \$483.6mm

64 subdivisions serving ~38,000 connections and
pipeline of ~61,500 connections under contract

Excellent relationships with leading developers in Houston region that
will continue to drive future growth

10% CAGR of connections over last five years supports projected
double-digit customer growth rate over next five years



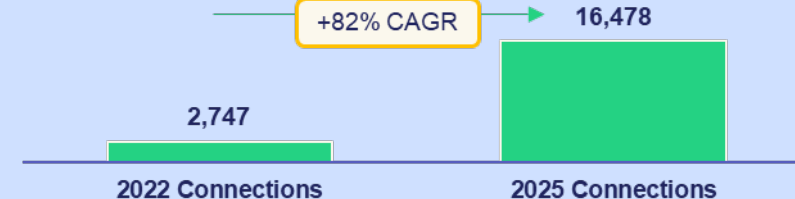
Quadvest Wholesale (Utility-like)

Water and wastewater infrastructure services for municipal
utilities and developers; purchase price of \$56.4mm

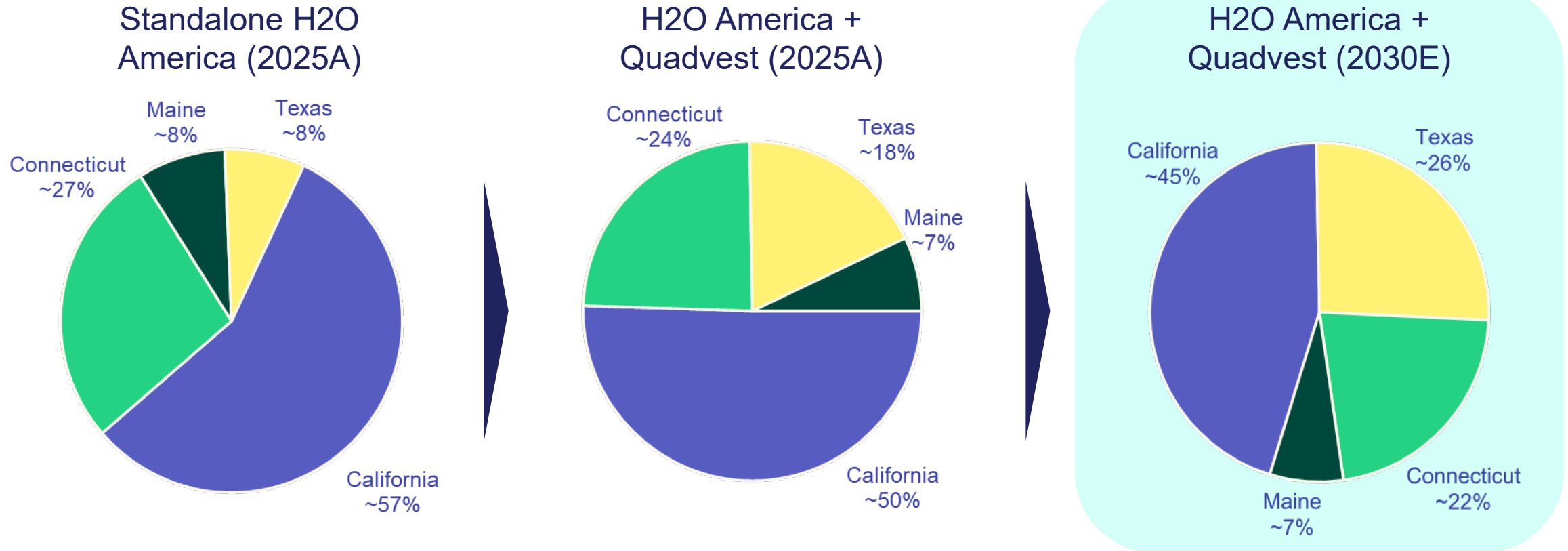
5 subdivisions serving ~16,500 connections and ~25,500 under contract
and pending future development

Constructs, operates and maintains water and wastewater facilities under
30+-year contracts with Municipal Utility Districts

Growth fueled by buildout of master planned communities by multiple
home builders in one of America's fastest growing regions



Transaction Strengthens H2O America's Position by Customer Connections Nationwide¹



Acquisition creates a more balanced portfolio of water utilities across California, Texas, Connecticut, and Maine

Transaction Enhances Strategic Profile

Enhances Scale	<ul style="list-style-type: none">▪ Creates second largest regulated private Texas water and wastewater utility▪ Strengthens H2O's objective to strategically diversify the business, extend exposure to fast-growing regions, and enhance service nationwide
Increases Exposure to Constructive Texas Market	<ul style="list-style-type: none">▪ Strong Texas economic development and growth will continue to support long-term growth for H2O America▪ Strong relationships with housing developers and customers in Texas present significant capital investment opportunity to continue robust track-record of growth and on-going delivery of reliable and valuable water and wastewater services▪ Constructive regulatory framework and associated mechanisms, incl. Fair Market Value and infrastructure recovery
Customer Focus	<ul style="list-style-type: none">▪ Well positioned to increase value for customers with improved operational excellence, customer service, and infrastructure investment, while maintaining commitment to local expertise▪ Enhance reliability, customer value, and customer service through shared technology and operational best practices
Continued Commitment to Communities and Employees	<ul style="list-style-type: none">▪ Expanding Texas investments with over \$750M planned across TWC and Quadvest over the next 5 years, strengthening our local roots and capacity to meet the state's rapid growth.▪ Company to retain a passionate, dedicated team of locally-based employees and leadership▪ Shared foundation of values and community engagement expressed through charitable giving, employee volunteerism, and environmental stewardship

Non-GAAP Financial Measures

H2O America's net income and diluted EPS are prepared in accordance with GAAP and represent the earnings as reported to the Securities and Exchange Commission. Adjusted net income and Adjusted diluted EPS are non-GAAP financial measures representing GAAP earnings adjusted to exclude the effects of non-utility real estate transactions and costs associated with mergers and acquisition activities, if any. These non-GAAP financial measures are provided as additional information for investors to evaluate the performance of H2O America's business activities excluding these items. Management also believes these non-GAAP financial measures help investors and analysts better understand our actual results compared to our guidance on a non-GAAP basis. H2O America uses adjusted net income and/or adjusted diluted EPS as the primary performance measurements when communicating with analysts and investors regarding our outlook and results. Adjusted net income and Adjusted diluted EPS are also used internally to measure performance. However, these non-GAAP financial measures may be different from non-GAAP financial measures used by other companies, even when the same or similarly titled terms are used to identify such measures, limiting their usefulness for comparative purposes. Further, these non-GAAP financial measures should be considered as a supplement to the financial information prepared on a GAAP basis rather than an alternative to the respective GAAP financial measures.

Reconciliation of Non-GAAP Financial Measures

	<u>Three months ended March 31,</u>	
	<u>2026</u>	<u>2025</u>
Reported GAAP Net Income	\$ 19,013	16,551
Adjustments:		
(Gain)/loss on sale of real estate investments ¹	(172)	—
Expense for merger and acquisition activities ¹	730	254
Tax effect of above adjustments ²	(156)	(71)
Adjusted Net Income (non-GAAP)	<u>\$ 19,415</u>	<u>\$ 16,734</u>
Reported GAAP Diluted Earnings Per Share	\$ 0.49	0.49
Adjustments:		
(Gain)/Loss on sale of real estate investments, net of tax	—	—
Expense for merger and acquisition activities, net of tax	0.01	0.01
Adjusted Diluted Earnings Per Share (non-GAAP)	<u>\$ 0.50</u>	<u>\$ 0.50</u>

¹ Included in the "Administrative and general" and "Other, net" lines on the consolidated statements of comprehensive income.

² The tax effect on all adjustments is calculated at the applicable statutory rate.