# Analyst Day New York

April 4, 2018



# **Management Participants**





John Hester
President and CEO
Southwest Gas Holdings



Greg Peterson SVP/CFO Southwest Gas Holdings



Eric DeBonis
SVP/Operations
Southwest Gas Corporation



Justin Brown
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Southwest Gas Corporation



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EVP/CFO/Treasurer
Centuri Construction Group

## Safe Harbor Statement



This presentation includes "forward-looking statements" as defined by the Securities and Exchange Commission (SEC). We make these forward-looking statements in reliance on the safe harbor protections provided under the Private Securities Litigation Reform Act of 1995. All statements, other than statements of historical facts, included in this presentation that address activities, events or developments that we expect, believe or anticipate will or may occur in the future are forward-looking statements. These include, without limitation, our 2018 expectations for our construction services and natural gas operations segments, as well as statements regarding our expansion projects and other investment opportunities.

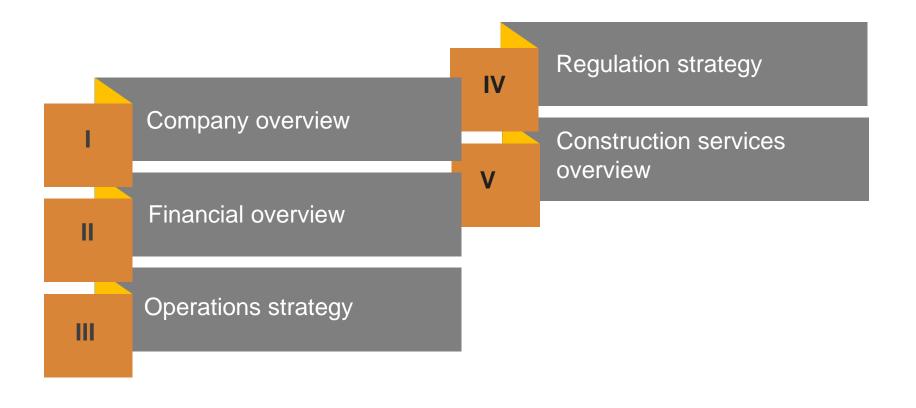
Forward-looking statements are based on assumptions which we believe are reasonable, based on current expectations and projections about future events and industry conditions and trends affecting our business. However, whether actual results and developments will conform to our expectations and predictions is subject to a number of risks and uncertainties that, among other things, could cause actual results to differ materially from those contained in the forward-looking statements, including without limitation, the risk factors described in Part I, Item 1A "Risk Factors," and Part II, Item 7 and Item 7A "Management's Discussion and Analysis of Financial Condition and Results of Operations," and "Quantitative and Qualitative Disclosure about Market Risk" of our 2017 Annual Report on Form 10-K filed with the SEC, and other reports that we file with the SEC from time to time, and the following:

- The timing and amount of rate relief;
- Changes in operating expenses;
- Changes in rate design, infrastructure tracking mechanisms;
- Customer growth rates;
- Conditions in housing markets;
- The effects of regulation/deregulation;
- The impacts of construction activity at our construction services segment;
- The impacts from acquisitions;
- · The impacts of stock market volatility; and
- Other factors discussed from time to time in our filings with the SEC.

New factors that could cause actual results to differ materially from those described in forward-looking statements emerge from time to time, and it is not possible for us to predict all such factors, or the extent to which any such factor or combination of factors may cause actual results to differ from those contained in any forward-looking statement. The statements in this presentation are made as of the date hereof, even if subsequently made available on our Web site or otherwise. We do not assume any obligation to update the forward-looking statements provided to reflect events that occur or circumstances that exist after the date on which they were made.

## **Presentation Outline**





## **Value Drivers**



Two business segments with excellent growth opportunities

Diversified regulatory footprint with constructive regulation

Strong financial foundation & future prospects

Attractive service territory & customer growth

Strong rate base growth & an extended time horizon

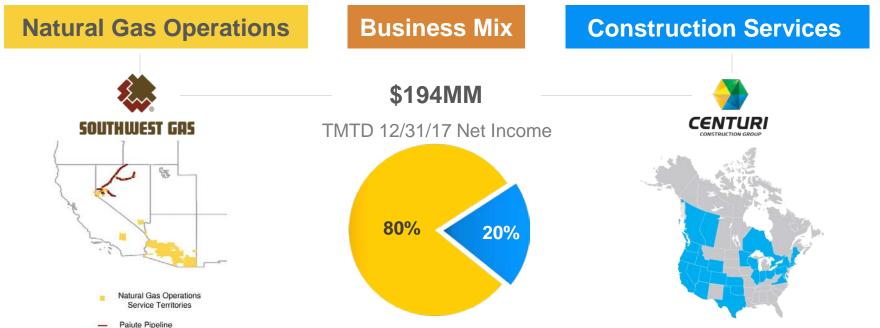
Customer centric focus at both segments

Consistently growing construction services segment

Operational excellence

# **Corporate Platform**





#### **DIVERSIFIED LDC PLATFORM IN THREE STATES**

- Largest LDC in Arizona and Nevada, also distribute and transport gas in parts of California
- Operate transmission system Paiute Pipeline
- Over 2 million customers and growing, of which 99% are residential and small commercial
- Blended authorized ROE of 9.76%, and \$2.6 billion authorized rate base
- Constructive regulatory mechanisms which mitigate lag

#### ONE OF NORTH AMERICA'S LARGEST FULL-SERVICE UNDERGROUND PIPELINE CONTRACTORS

- Headquartered in Phoenix, AZ
- Operates in 25 markets across the U.S. and Canada
- Long-term, industry and customer commitments
- Over \$1.2 billion in revenues 2017

## 2017 Achievements



# Consolidated Results

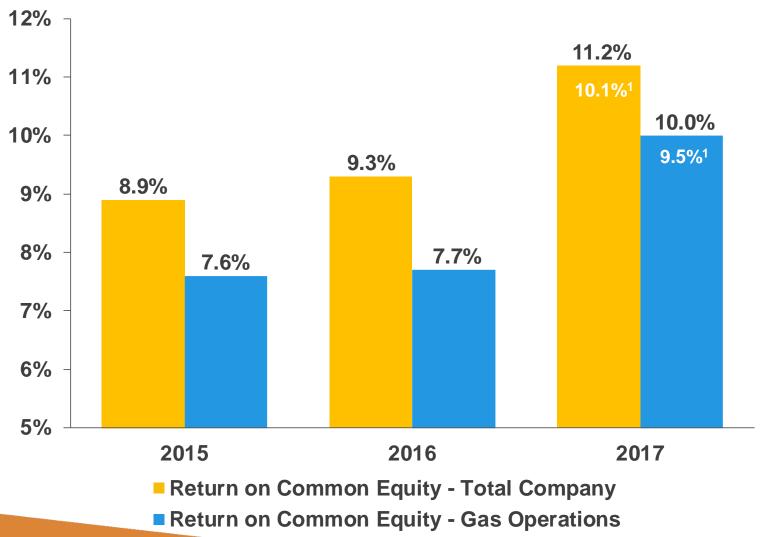
Natural Gas Segment

Construction Services Segment

- Achieved record EPS of \$4.04, (includes one-time income tax benefit of \$0.42)
- Dividend increased for the 12th straight year, 9.5% CAGR over past five years
- · Shareholders approved elimination of cumulative voting
- Acquired the residual 3.4% equity interest in Centuri in August 2017
- Operating margin increased \$23 million over 2016
- Added 31,000 customers, \$9 million in margin
- Achieved milestone of 2 million customers in November 2017
- Invested \$560 million in our gas distribution system
- Achieved record revenues of over \$1.2 billion
- Amended its credit and term loan facility, increasing borrowing capacity to \$450 million
- Completed acquisition of Neuco in November 2017
- NPL Celebrated its 50<sup>th</sup> Anniversary

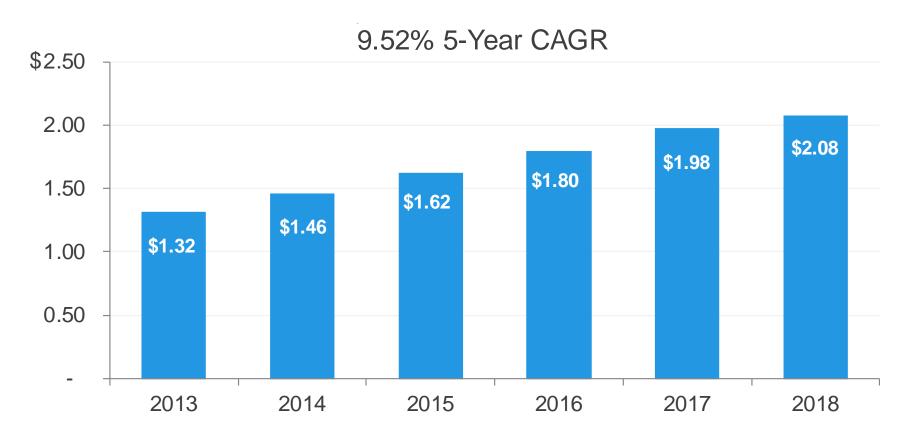
# **Return on Common Equity**





## **Dividend Growth**





CAGR = compound annual growth rate

<sup>■</sup> Maintain ~ payout ratio between 55% – 65%

<sup>•</sup> Expect future dividends to increase at the earnings growth rate

### Governance



Long-term focus on shareholder value, with "pay for performance" compensation program structured to mitigate excessive short-term risk-taking.

Nine of ten directors are independent. The Board of Directors brings deep and diverse management, financial and operational experience, significant expertise in the industries that matter most to our business and important ties to our key service territories.

We value input from shareholders and maintain a robust program of shareholder engagement on a range of topics, including our financial performance and matters of corporate governance.



Corporate governance practices that align with shareholder interests and support our core values, including robust stock ownership guidelines, annual election of all directors and the ability for shareholders to call special meetings and act by written consent

Sustainable and responsible business practices that protect the environment, preserve natural resources and support our local communities

## **Rate Base**

### Natural Gas Operations



\$2 billion capex over next three years

12% annual CAGR

> 60% of capex with immediate recovery

Over 6,700 miles of vintage pipe to replace

## **Attractive Rate Base Growth**

### Natural Gas Operations



~ \$2 Billion of Capital Investment Through 2020

+ Constructive Rate Mechanisms
Reducing Regulatory Lag

Attractive Rate Base
Growth of ~ 12% CAGR



- Infrastructure Replacement Under Trackers
- Code/Regulatory Requirements
- New Business/Reinforcements
- General Plant/Staff/Overheads





- Depreciation
- Greater than 12 months



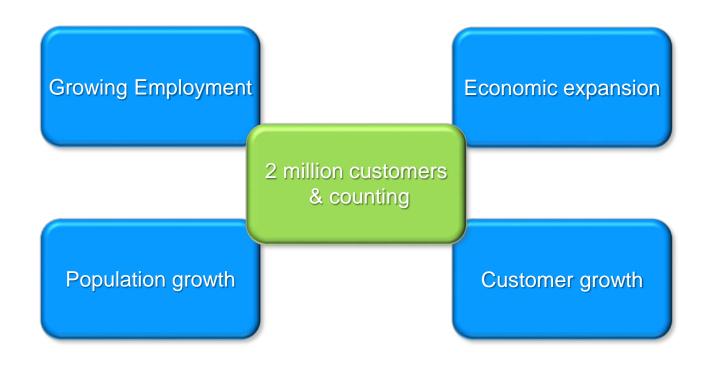
1 Includes changes in the regulatory liability created due to tax reform.

Rate base amounts reflect estimated total investment in facilities necessary to provide utility service. This is different than our authorized rate base, which is the rate base investment that has been approved by our regulatory bodies and that is reflected in rates.

Projecting 12.0% CAGR in rate base over next 3 years

# **Economic Overview**





## **Economic Overview – Service Area**



_	<b>Unemployment Rate</b>		<b>Employment Growth</b>	
	Dec 2016	Dec 2017	Dec 2016	Dec 2017
Southern California 1	5.2%	4.1%	2.9%	3.4%
Southern Nevada <sup>2</sup>	5.0%	4.9%	2.6%	3.1%
Northern Nevada <sup>3</sup>	5.0%	4.4%	-0.4%	3.3%
Southern Arizona ⁴	4.3%	4.2%	0.4%	0.5%
Central Arizona ⁴	4.1%	3.9%	1.4%	1.8%

<sup>1 [</sup>Source: State of California Employment Development Department, California Labor Market Review, <a href="http://www.labormarketinfo.edd.ca.gov">http://www.labormarketinfo.edd.ca.gov</a>

<sup>&</sup>lt;sup>2</sup> [Source: Nevada Department of Employment, Training and Rehabilitation (DETR), Economy In Brief, <a href="http://nevadaworkforce.com">http://nevadaworkforce.com</a>

<sup>&</sup>lt;sup>3</sup> [Source: Nevada DETR, Data Search: Total Employment (Carson City, Churchill, Douglas, Elko, Humbolt, Lyon, and Pershing Counties, http://nevadaworkforce.com

<sup>&</sup>lt;sup>4</sup> [Source: Arizona Office of Employment & Population Statistics, Employment Report, <a href="https://laborstats.az.gov/">https://laborstats.az.gov/</a>

## Economic Expansion – Service Area







Dot Foods Distribution Center, Bullhead, AZ - 2018<sup>3</sup>



Las Vegas Ballpark – 2019<sup>2</sup>



Caterpillar Headquarters, Phoenix, AZ - 20194

<sup>&</sup>lt;sup>1</sup> Source: Review Journal (www.reviewjournal.com); Economists Weigh Economic Impact of Stadium for Raiders in Las Vegas

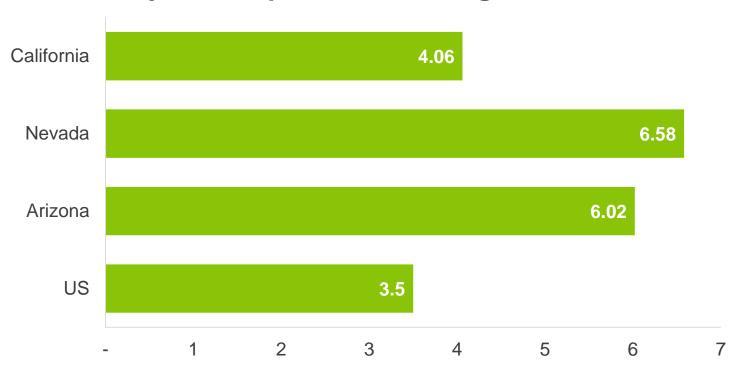
<sup>&</sup>lt;sup>2</sup> Source: Review Journal (www.reviewjournal.com); Las Vegas 51s Moving to \$150M Summerlin Stadium in 2019

<sup>&</sup>lt;sup>3</sup> Source: Governor Doug Ducey (<u>www.azgovernor.gov</u>); America's Largest Food Redistributor Comes to Arizona <sup>4</sup> Source: AZ Big Media (<u>www.azbigmedia.com</u>); Arizona's Economic Developers Continue to Create Jobs

# Projected Population Growth Service Territories



#### **Projected Population % Change 2018-2023**



## **Customer Growth**

## **Natural Gas Operations**

(In Thousands)



	Twelve Months Ended December 31,			Projected Customer Growth		
	2015	2016	2017*	2018	2019	2020
Beginning period	1,930	1,956	1,984			
Net Customer Adds	26	28	31	32	33	34
Ending period	1,956	1,984	2,015			



## **Financial Overview**



Continued dividend growth

Favorable long-term earnings growth prospects

Favorable regulated/unregulated earnings mix

Focus on improving earned rates of return

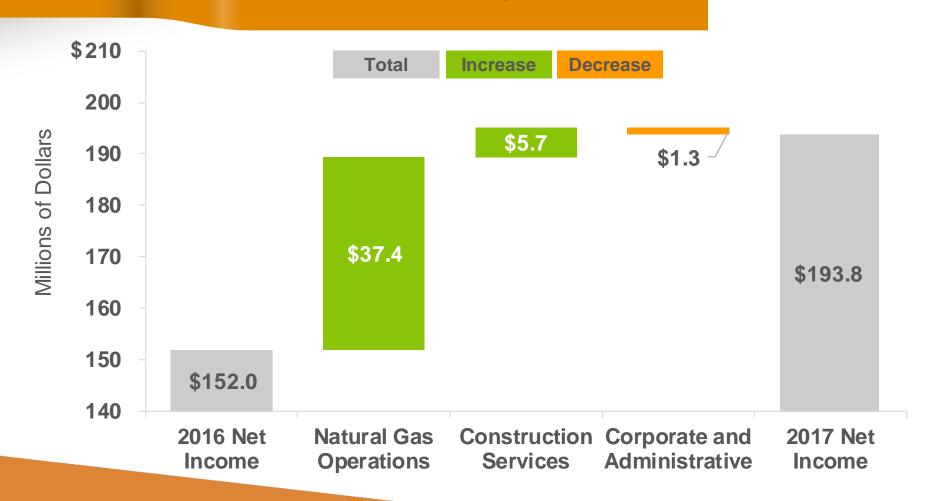
Balanced financing mix to support capex spend

Strong investment grade credit ratings

## **Consolidated Net Income - 2017**



#### **Total Increase - \$41.8 million**

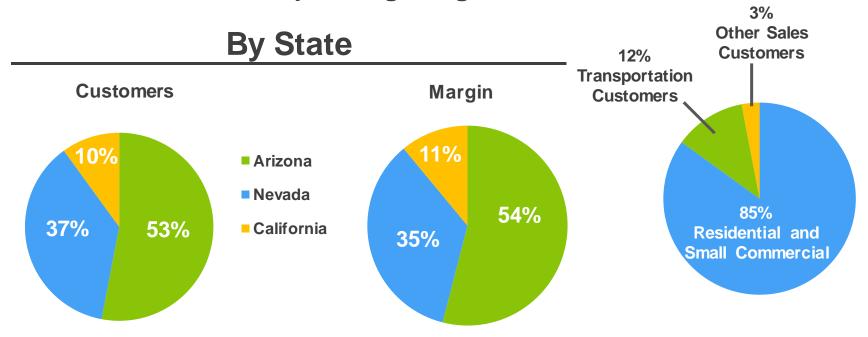


### **Stable Customer Base**

Natural Gas Operations



# TMTD December 31, 2017 Customer & Operating Margin Distribution



Consistent trends year over year

## **Tax Reform**



- Tax Cuts and Job Acts (TCJA) signed into law on December 22, 2017
- Corporate federal tax rate reduced from 35% to 21%
- Direct benefit to construction services segment
- Eliminates bonus depreciation for utility plant
- Utilities exempt from limits on interest deductions
- Going forward:
  - Customers will benefit through reductions in future rates
  - The elimination of bonus depreciation and lower tax rate reduces utility cash flows, once reflected in future rate changes
  - Higher rate base growth as a result of lower deferred taxes in the future

# **2017 Tax Reform Impacts**



#### 2017 impact due to the revaluation of net deferred tax liabilities

#### Natural Gas Operations:

- Non-recurring tax benefit of \$8 million (deferred tax balances not associated with utility plant)
- Increase in regulatory liabilities of \$430 million (deferred tax balances associated with utility plant)
- The excess deferred taxes recorded as a regulatory liability will be passed back to customers, generally through reductions in future rates

#### **Construction Services:**

- Non-recurring tax benefit of \$12 million
- While deferred tax liabilities were substantially reduced due to tax reform, they were not impactful to operating cash flows in 2017
- Moody's (Jan-2018), S&P (Feb-2018) and Fitch (Mar-2018) reaffirmed current credit ratings

# 2018 Estimated Tax Reform Impacts



#### Natural Gas Operations:

- State regulatory actions initiated, but differ by state
- 2018 cash flows are not expected to be materially impacted
- Effective tax rate difficult to predict pending regulatory actions
- Income statement line item variances may be created without bottom line impact as regulatory changes are reflected

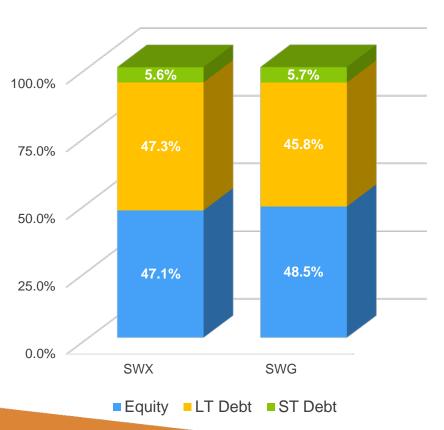
#### **Construction Services:**

- Effective income tax rate reduced to 27% 28%
- No anticipated impact to interest deductibility
- Retention of benefits difficult to predict over time due to competitive nature of bidding process

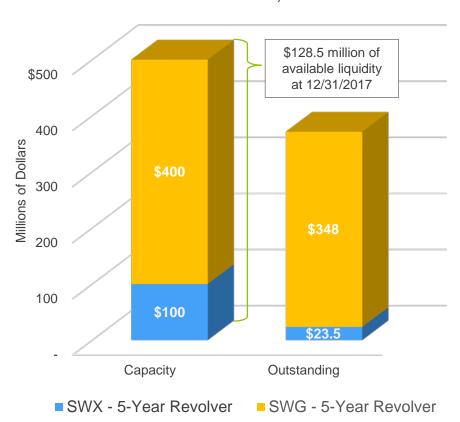
# Strong Financial Condition Capital and Liquidity Profile



Total Capitalization at December 31, 2017



Liquidity Profile as of December 31, 2017



# **Capital Expenditures**

# Natural Gas Operations (In millions)





- Infrastructure Replacement Under Trackers
- Code/Regulatory Requirements
- New Business/Reinforcements
- General Plant/Staff/Overheads

2018-2020 estimate of \$2 billion

#### LONG-TERM FINANCING ACTIVITY

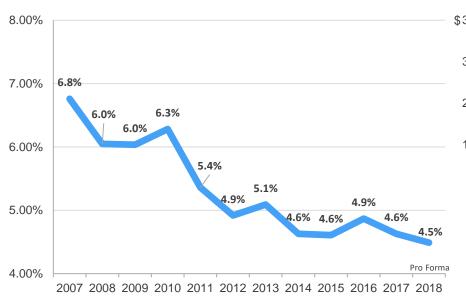
- Expect to fund 50-60% through internal cash flow
- March 2018 issued \$300 million, 3.7% senior unsecured notes due March 2028
- Anticipate funding remaining needs through a balance of debt and equity
- ATM program initiated at \$150 million, \$42 million utilized in 2017 and \$108 million available for 2018-2020

# Improved Embedded Cost of Long-Term Debt

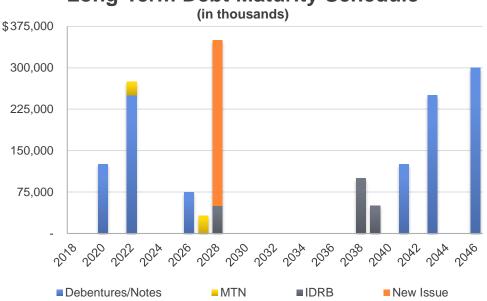


**Natural Gas Operations** 

#### **Embedded Cost of Long-Term Debt**



#### **Long-Term Debt Maturity Schedule**



# **Credit Ratings**



### **Investment Grade Ratings**

Southwest Gas Holdings, Inc.

	Moody's	S&P	Fitch
Issuer Rating	Baa1	BBB+	BBB+
Outlook	Stable	Stable	Stable

#### Southwest Gas Corporation

	Moody's	S&P	Fitch
Senior Unsecured	A3	BBB+	Α
Outlook	Stable	Stable	Stable

## 2018 Financial Influences



## Natural Gas Operations

- Customer growth estimated at 1.6%
- Capital expenditure levels will necessitate financing activity
- Remaining Arizona rate relief will run through the first quarter
- Pension expense to increase \$8 million due to low interest rates at December 31, 2017
- Interest income and equity AFUDC (other income) anticipated to increase from deferred infrastructure costs and expansion projects
- Effective income tax rate difficult to predict due to regulatory actions underway
- Nevada general rate case filed prior to June 2018 with new rates to become effective January 2019

#### **Construction Services**

- Neuco full year results expected to drive revenue growth
- Customer negotiations on water contract not factored into forecast
- Lower tax rates are beneficial overall, but will increase magnitude of seasonally low (loss) first quarter results

2018 expectations can be useful in estimating a range for net income. However, income statement line item variances may occur when compared to actual results due to potential regulatory requirements arising from tax reform.

# 2018 Estimated Line-Items Guidance



#### Natural Gas Operations

Description	2017 (in millions)	2018E
Operating Margin	\$947	~ 2% increase
O&M Expense	411	2% - 3% increase and \$8 million in increased pension expense
Depreciation & General Taxes	260	Flat – result of rate reduction from Arizona rate case (April 2017)
Operating Income	277	Expected to be flat or modestly up
Net Interest Deductions	70	Increase \$9 to \$11 million
Other Income (COLI, Interest Income & Equity AFUDC	13	COLI – normal returns of \$3-5 million, interest income and AFUDC Equity- \$5-6 million
Income Taxes	63	Use 36%
Net Income	\$157	
Capital Expenditures	\$570	\$670 million (\$2 billion for years 2018-2020)

2018 expectations can be useful in estimating a range for net income. However, income statement line item variances may occur when compared to actual results due to potential regulatory requirements arising from tax reform.

# 2018 Estimated Line-Items Guidance



#### Construction Services

Description	2017 (in millions)	2018E
Revenues	\$1,246	~ 5% - 7% greater
Operating Income	48	~ 5% - 5.5% of revenues
Net Interest Deductions	8	Expected between \$11-\$12 million
Foreign Exchange		Changes in foreign exchange rates could influence outcomes
Income Taxes	2	27% - 28% rate
Net Income	\$38	

2018 expectations can be useful in estimating a range for net income. However, income statement line item variances may occur when compared to actual results due to potential regulatory requirements arising from tax reform.

# **Comparative Total Returns**



#### **Total Returns for Periods Ended December 31, 2017**

	1-Year	3-Year	5-Year	10-Year
Southwest Gas Holdings	7.55%	12.06%	16.68%	13.69%
S&P 400 MidCap Gas Index	10.67%	10.77%	16.44%	10.02%
S&P Composite Utilities Index	12.16%	8.03%	13.08%	7.12%
S&P 500 Index	21.87%	11.40%	15.77%	8.48%

Total Return = Price appreciation plus gross dividends reinvested

# **Operations**Natural Gas Operations



Continuous operational improvements

Industry-leading safety metrics

Enhanced customer experience

Reliability initiatives

Managing \$2 billion 3-year capital spend

# **Public Safety – Damage Prevention**



- Public outreach
- Field damage prevention administrators
- Company contractor executive engagement



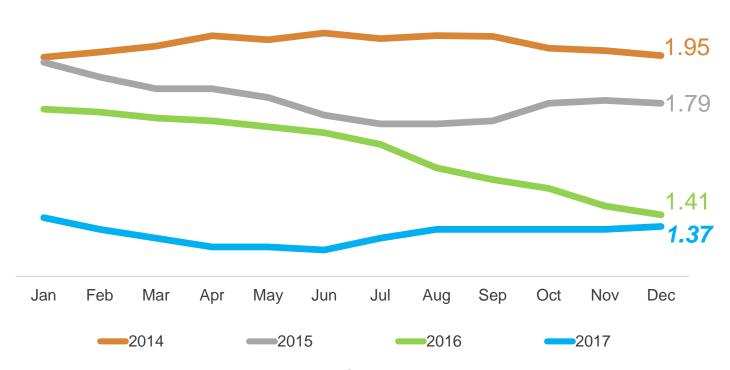


# Public Safety – Damage Prevention



Natural Gas Operations

Damages Per 1,000 Tickets - Rolling 12-Months



Ranked second among AGA peer companies in 2017

# Public Safety – Emergency Response



Natural Gas Operations

#### Dispatch operations

- Viewing technology
- Simulation training







# Public Safety – Emergency Response: Team Training

SOUTHWEST GAS

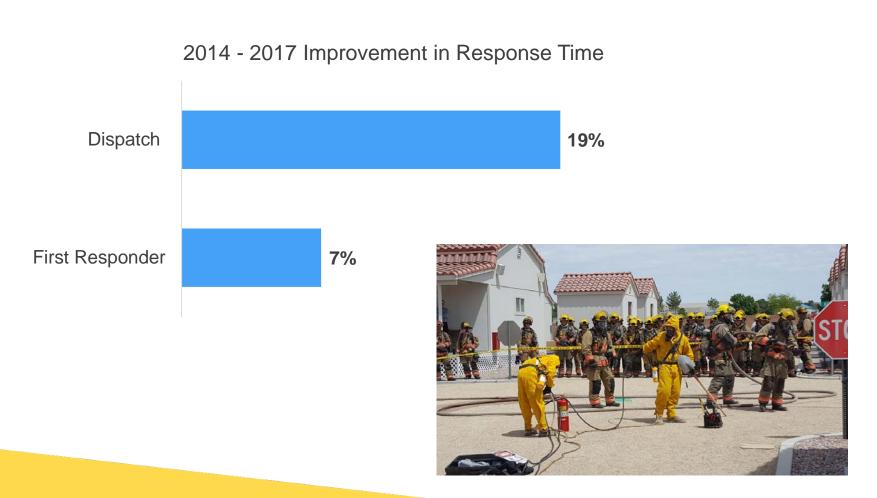






### Public Safety – Emergency Response





### **Employee Safety**

### **Natural Gas Operations**

- Scenario-based training
- Stop work responsibility
- Vehicle safety initiatives









Risk Management &

Manager



### **Safety Culture**

#### **Natural Gas Operations**



- Tone at the Top
  - "Walk the Talk" program
- Employees sharing lessons learned
  - Local safety meetings
  - Impromptu field visits
  - Bi-weekly employee & pipeline safety call



#### Employee Quotes

"We work safe because we are a close group. We know we have each other's backs. We know each other's families and want to make sure each of us get back to them each day."

"Our job is to protect people and property. If we don't work safe we can't protect the public."

"We constantly talk about safety during department meetings, when reviewing close calls, and when reviewing emergency responses looking for ways to improve."

### **Continuous Process Improvement**



- Pipeline Safety Management System (American Petroleum Institute RP 1173)
- In-depth gap analysis
- All ten elements are in place
- Detailed enhancement plan



### **Industry Partnerships**



- American Gas Association (AGA) peer review program
  - Subject and reviewer
- AGA best practices committee
- AGA technical committees
- Western Energy Institute

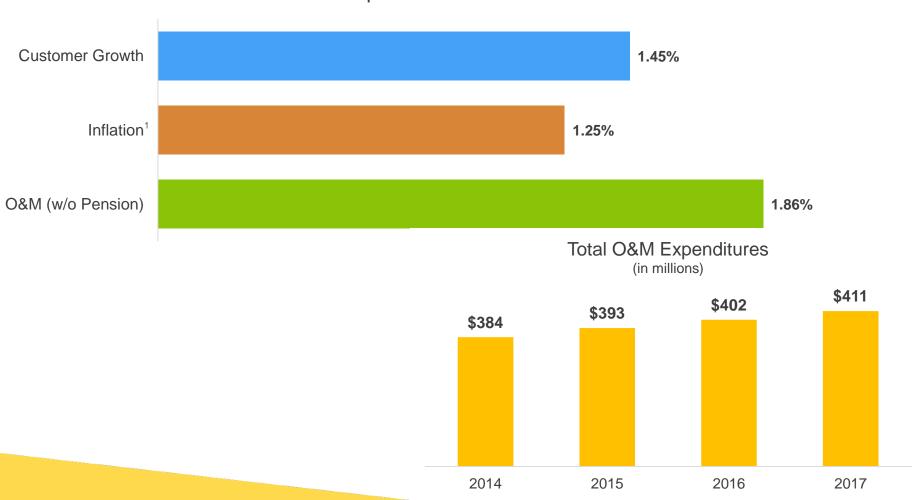




### **Operational Efficiency**





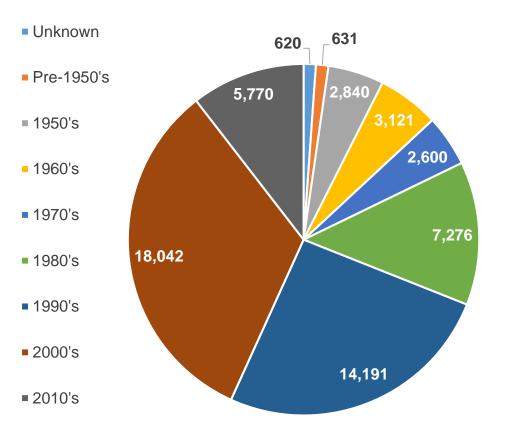


### **System Description**

#### **Natural Gas Operations**



#### Miles of Pipe by Decade of Installation



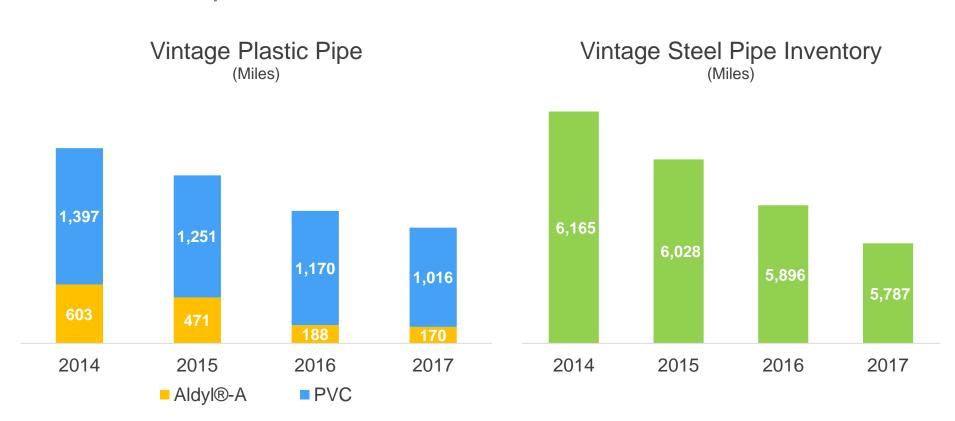
- 70% installed post-1990
- No cast iron
- No unprotected bare steel
- Vintage plastic pipe replacement
- Vintage steel pipe replacement in AZ and NV

53,500 total miles of distribution main & service

# Vintage Plastic and Steel Inventory



**Natural Gas Operations** 



Leak rate reduced by 10% from 2014 to 2017

### **Estimated Replacement Miles**







### **Reliability Initiatives**



Southern Arizona LNG Plant



Southern Nevada Transmission Line



2018 Paiute Pipeline Expansion



Paiute Pipeline Elko Lateral Completion



# Infrastructure Under Tracker/Deferral Programs

**Natural Gas Operations** 

#### Arizona:

- Customer Owned Yard Line (COYL) program
- Liquefied Natural Gas (LNG) Storage project
- Vintage Steel Replacement (VSP) program

#### Nevada:

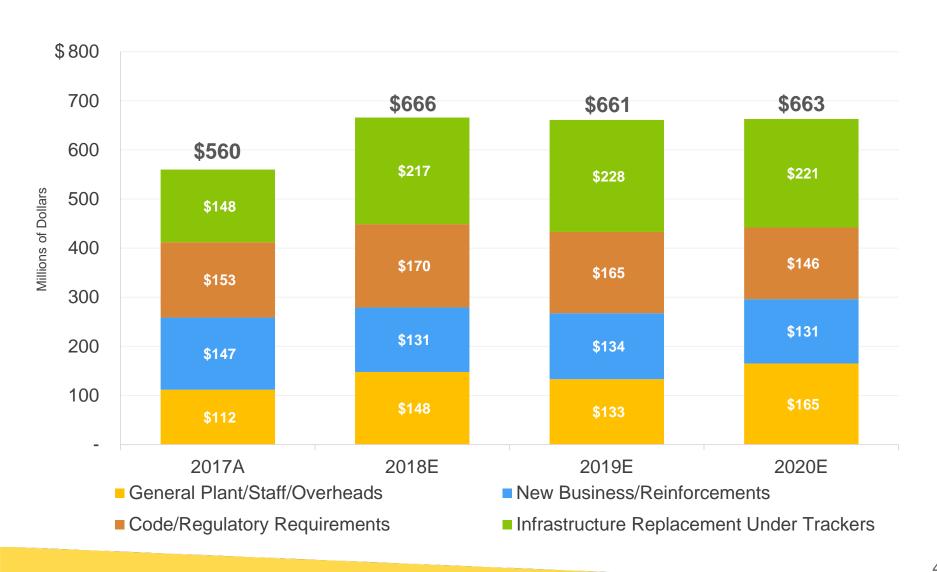
- Early vintage plastic pipe
- Gas Infrastructure Replacement (GIR)





### **Capital Expenditures**





# **Enhancing the Customer Experience**



**Natural Gas Operations** 

- Customer Experience Committee
- Customer operations enhancements
- Technology enhancements on the horizon





Improved Call Answer Speed



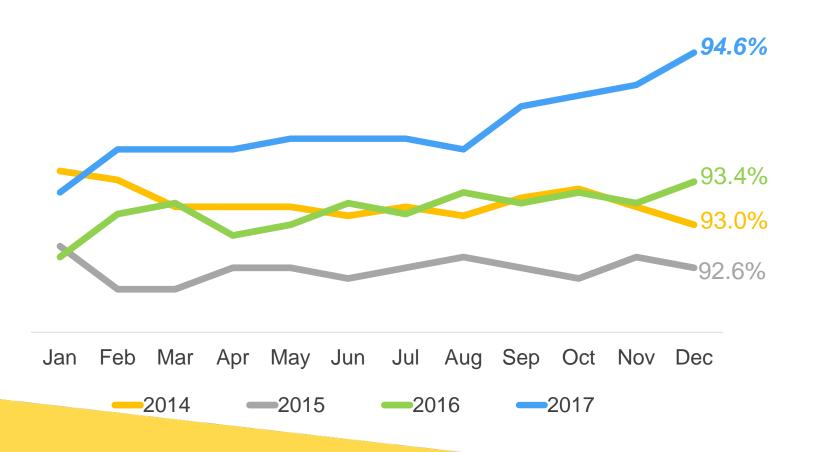
**Increased Customer Appointments** 

### **Customer Satisfaction**

#### Natural Gas Operations



#### Customer Satisfaction- Rolling 12-Months

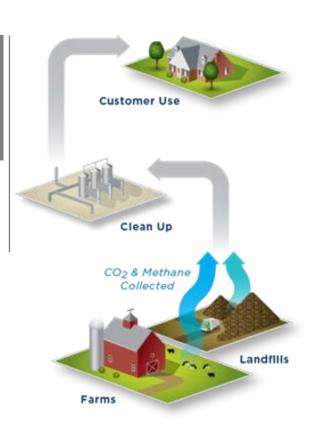


### **Sustainability Efforts**

#### **Natural Gas Operations**



RENEWABLE NATURAL GAS



- Reduce greenhouse gas emissions
  - Facilities
  - Fleet and CNG conversions
- Modifying field procedures
- Renewable Natural Gas committee





From Fleet & Building Facilities

### **Community Involvement**











### **Regulatory Collaboration**

### Natural Gas Operations



Collaborative regulatory approach

Infrastructure trackers in all jurisdictions

Margin trackers in all jurisdictions

Upcoming Nevada general rate filing

Tax reform proceedings update

### **Regulatory Collaboration**

#### **Natural Gas Operations**



#### Regulatory Collaboration Has Enabled:

- Decoupling of rates
- Replacement of aging pipeline (infrastructure mechanisms)
- Pre-approval of expansion projects
- Enhanced programs and training to ensure compliance with evolving industry rules and regulations

#### Outcome:

- Improved safety and reliability for customers
- More predictable earnings and cash flows
- Reduced regulatory lag
- Long-term sustainable growth opportunities
- Alignment of all stakeholders needs (customers, employees, shareholders)

# Authorized Rate Base and Rates of Return Natural Gas Operations



Rate Jurisdiction	Authorized Rate Base (In thousands)	% of Total Rate Base	Authorized Rate of Return	Authorized Return on Common Equity (ROE)	Decoupled	Authorized Common Equity Ratio
Arizona	\$1,324,902	51 %	7.42 %	9.50 %	<b>√</b>	52.30 %
Southern Nevada	825,190	32	6.46	10.00	$\checkmark$	42.74
Northern Nevada	115,933	4	7.88	9.30	$\checkmark$	59.06
Southern California	159,277	6	6.83	10.10	$\checkmark$	55.00
Northern California	67,620	3	8.18	10.10	$\checkmark$	55.00
South Lake Tahoe	25,389	1	8.18	10.10	$\checkmark$	55.00
Paiute Pipeline Company <sup>1</sup> Total	87,158 \$2,605,469	3 100 %	8.46	11.00	<b>√</b>	51.75
Weighted average authorized	ROE			9.76	)	

<sup>&</sup>lt;sup>1</sup>Estimated amounts based on rate case settlement.

ACC – Arizona Corporation Commission

PUCN - Public Utilities Commission of Nevada

CPUC - California Public Utilities Commission

FERC - Federal Energy Regulatory Commission

## Regulation – General Rate Case Calendar



#### Natural Gas Operations

### Arizona Rate Case Settlement

- New rates effective April 1, 2017
- Impact to operating income:
  - 2017 \$45 million
  - 2018 \$16 million
- Rate case moratorium until May 2019

#### Next Nevada Rate Case

- Commitment to file before June 2018
- New rates expected to be effective January 2019

### Next California Rate Case

- CPUC approved Southwest's request to extend rate case cycle
- Expected to file next rate case by September 2019
- Continuation of post test year annual attrition increases of 2.75% through 2020
  - Incremental revenue of \$2.7 million effective January 2018

### **Tax Reform Proceedings**



#### Arizona

The ACC issued an order February 6 directing all utilities to apply regulatory accounting treatment, including regulatory assets and liabilities, to track all impacts resulting from tax reform and to file plans within 60 days for how to address ratemaking impacts.

#### Nevada

 The PUCN opened a docket and directed utilities to file written comments by April 4 on how the utility plans to adjust rates or otherwise pass on savings to customers associated with tax reform changes.

#### California

 As part of the CPUC approved agreement to extend our rate case cycle, Southwest was directed to establish a memorandum account to track changes resulting from changes in tax law, procedure or policy.

#### Paiute Pipeline Company

• The FERC recently issued a Notice of Proposed Rulemaking. If the proposal is approved by the FERC, pipelines will be directed to make a filing on the rate effect of the new tax law and to explain how the pipeline plans to adjust rates to reflect the change in tax law or provide an explanation why a change in rates is not necessary.

ACC – Arizona Corporation Commission

PUCN - Public Utilities Commission of Nevada

CPUC - California Public Utilities Commission

FERC - Federal Energy Regulatory Commission

### Regulation - Infrastructure Replacement Programs



Natural Gas Operations

#### Arizona COYL

- \$54 million of cumulative expenditures as of December 31, 2017
  - \$23.1 million included in authorized rate base with recovery embedded in new rates
  - \$30.9 million included as part of current mechanism (2016 expenditures of \$12.1 million)
- ACC approved surcharge revenue of \$1.8 million effective
   June 2017
- Pending ACC filing requests surcharge revenue of \$4.2 million effective June 2018
  - Incremental revenue of \$2.4 million associated with the 2017 expenditures of \$18.8 million

# Regulation - Infrastructure Replacement Programs



Natural Gas Operations

#### Arizona VSP

- Approved as part of last general rate case
- 2017 Partial Year of Activity
  - Installed 40 miles of VSP at a cost of \$27 million
- Pending ACC filing requests surcharge revenue of \$3.1 million effective June 2018
- Targeting VSP replacement projects of \$100 million in 2018

# Regulation - Infrastructure Replacement Programs



Natural Gas Operations

#### Nevada GIR

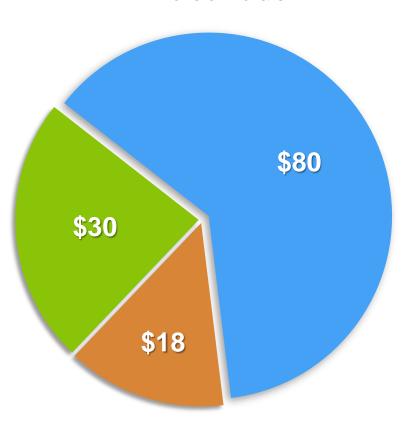
- 2017 Results
  - PUCN authorized \$57.3 million replacement work for construction in 2017
  - PUCN approved surcharge revenue of approximately \$4.5 million effective
     January 2017
- 2018 Planned Activities
  - PUCN authorized \$65.7 million replacement work for construction in 2018
  - PUCN approved surcharge revenue of approximately \$8.7 million effective January 2018 (\$4.2 million was incremental revenue)

### Regulation – Expansion Projects

#### **Natural Gas Operations**







#### ARIZONA LNG FACILITY

- Approved \$80 million, 233,000 dekatherm LNG facility
- Construction underway, \$34.8 million spent through December 2017
- Construction expected to be completed by end of 2019

#### SOUTHERN NEVADA EXPANSION

- Filed for pre-approval to expand natural gas services to Mesquite, Nevada, in accordance with the SB 151 regulations
- Proposed estimated cost of \$30 million

#### PAIUTE PIPELINE COMPANY EXPANSION

- Proposed \$18 million project consists of approximately
   8.5 miles of additional pipeline infrastructure
- Paiute filed a formal FERC certificate application in July 2017
- The new facility is expected to be in place by the end of 2018

### Monthly Household Bills

### **Natural Gas Operations**





Natural Gas	Water	Cable/Satellite TV	Electric	Mobile Phone
\$39	\$78	\$101	\$123	\$161

#### ources:

- Natural Gas \$39 2017 Southwest Gas average monthly residential bill
- Water \$78 Circle of Blue (<a href="www.circleofblue.org">www.circleofblue.org</a>); Price of Water 2017: Four Percent Increase in 30 Large U.S. Cities
- Cable/Satellite TV \$101 USA Today (www.usatoday.com); TV Rate Hikes: Why Cable Bills are Rising Again and What Can You Do
- Electric \$123 U.S. Energy Information Administration (<u>www.eia.gov</u>); Electricity data
- Mobile Phone Federal Communications Commission (https://apps.fcc.gov); March 2017 average cell phone bill for 2 smartphones
- Photo Richmond American Homes (www.richmondamerican.com); Granite Falls

### Long-term Value

#### **Construction Services**



Extensive North American footprint High quality, long-tenured customer base

Consistent earnings growth history

Favorable long-term market outlook

Competitive advantages of scale and capabilities

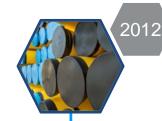
Commitment to safety and quality

### **Company History**

**Construction Services** 















NPL Founded

Phoenix Move Southwest Gas

1996

Strategic Alliances Record Strategic Growth

Revenue

reaches

million.

\$500

Neuco Acquisition

NPL was founded in Gonvick, Minnesota as Northern Gas Line Constructors. Over fifty years later NPL is still serving its very first customer, now known as Minnesota Energy Resources (MERC).

NORTHERN GASLINE

With a focus on national growth, NPL relocates its corporate headquarters to Phoenix, Arizona.



NPL becomes a whollyowned subsidiary of Southwest Gas Corporation, following completion of a \$24 million acquisition.



Strategic Alliances developed to meet the long term needs of key customers.





With a 100-year vision for growth and diversification, Centuri Construction Group is established as a holding company and enters the Canadian market with the acquisition of

as a holding company and enters the Canadian market with the acquisition of Link-Line Group of Companies.
Revenue exceeds \$1 billion in first full year of combined company (2015).

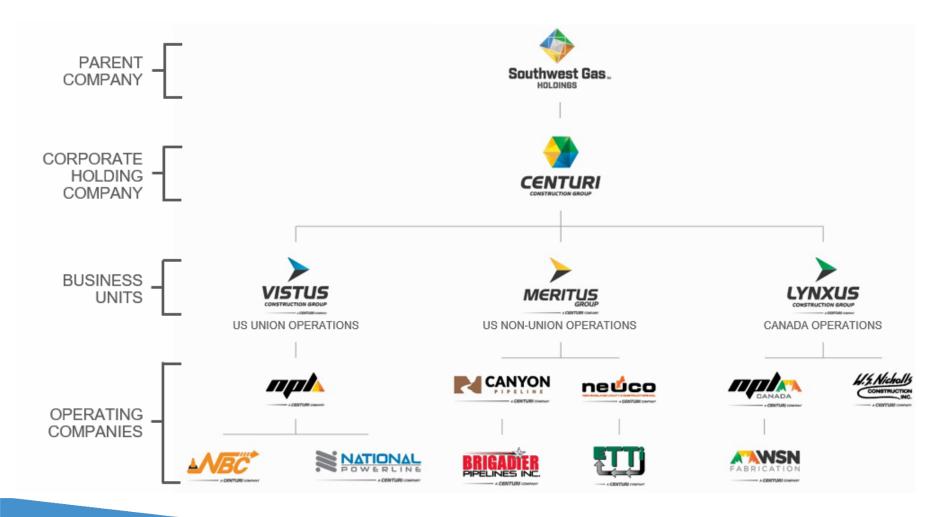
Centuri expands its geographical reach in the U.S. to include New England with the acquisition of New England Utility Constructors Inc. (Neuco).





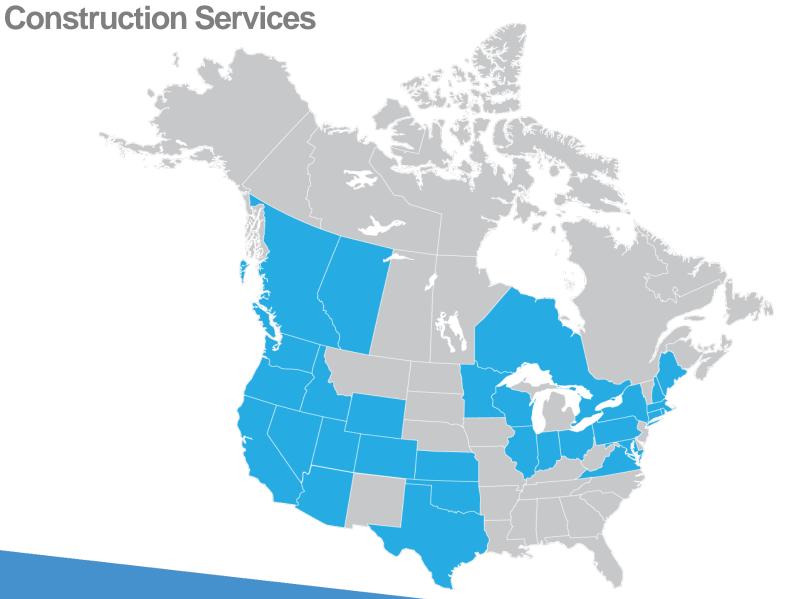
### **Business Units**





### **Markets Served**





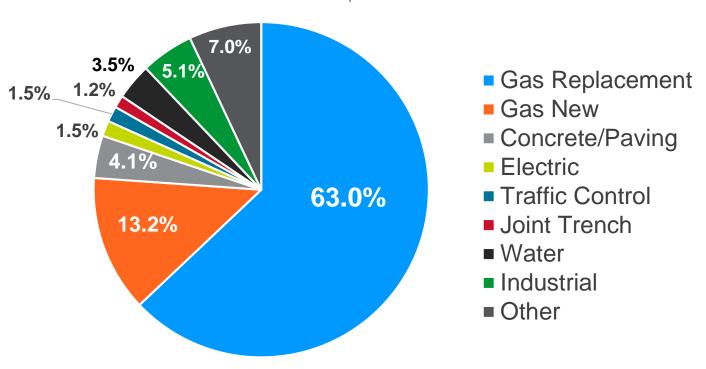
### **Work Type by Distribution**

#### **Construction Services**



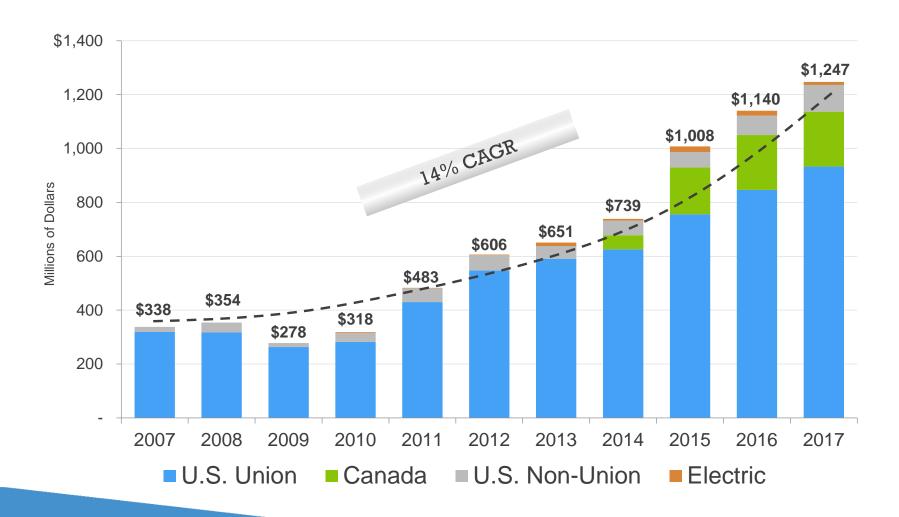
#### 2017 Revenue by Work Type

Centuri Total \$1.2 Billion



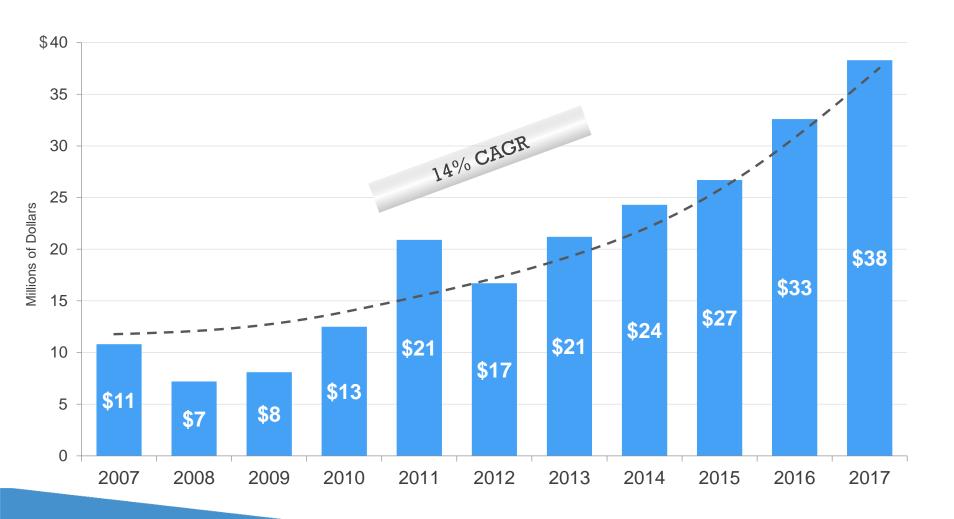
### **Revenue History**





### **Net Income History**

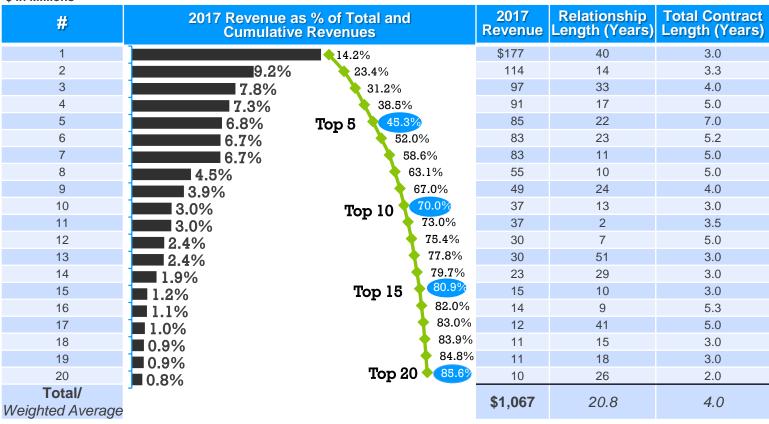




### **Top 20 Customers**







### **Broad Customer Base**

















































## Favorable Regulatory Environment Construction Services



- Natural Gas and Hazardous Liquids Pipeline Safety Acts
  - Established 1960s and 1970s
- Additional mandates established in early 2000s continue
- 2010 San Bruno incident amplifies the need for accelerated replacement
- Numerous multi-decade improvement projects begin across the U.S.
  - Cast iron and bare steel
  - Vintage plastics

## Gas Growth Cycles Construction Services



CYCLE 1 2008-2013

Transmission Integrity and Distribution Replacement

\$32 to \$43 Billion (+34%)1

- Shale gas and oil exploration expansion
- Interstate transmission network expansion
- TIMP acceleration of activity
- Distribution replacement programs start
- DIMP plan preparation

**CYCLE 2** 2016-2021

Industrial and Power Generation Renaissance

\$43 to \$65 Billion (+49%)1

- Transmission and high pressure distribution lateral construction
- NGL and shale oil transmission system built out – replacement for rail transport
- Distribution replacement programs accelerating
- Housing starts accelerating

**CYCLE 3** 2025-2030

Transmission Integrity and Distribution Integrity

\$65 to \$80 Billion (+23%)1

- Interstate transmission replacement programs accelerating
- DIMP acceleration of activity
- Early distribution plastics replaced
- Rising natural gas prices increase domestic gas production

Robust spend forecast continues to drive long-term legacy improvement projects.

<sup>&</sup>lt;sup>1</sup> Construction spend including construction materials

## Competitive Advantages Construction Services



- Broad footprint across U.S. and Canada
- Ability to deliver scalable solutions
- Over 50 years of industry experience
- Long-standing customer alliance relationships
- Management expertise (long term and tenured)
- Community involvement at local level
- Industry leader in safety and quality

## Strategic Goals Construction Services



#### Safety

Create a world class safety culture throughout Centuri supported by a commitment to zero incidents.

### Growth, Profitability and Diversification

Drive profitability across all business units through expansion of services, responsible deployment of capital, increased efficiencies and productivity, protection of key accounts, and cost control.

#### Strategic Employment

Centuri and its companies will attract and retain the industry's best people through strategic employment, leadership development, and succession planning.

### Organizational Excellence

Establish and embrace high performing enterprise processes that support our core businesses to achieve organizational excellence.

#### One Team

Foster collaboration and unilateral support among the management teams to maximize economic value added throughout the enterprise.

# Long-Term Strategic Growth Opportunities



#### **Construction Services**

GROWTH, PROFITABILITY AND DIVERSIFICATION

STRATEGIC EMPLOYMENT

ORGANIZATIONAL EXCELLENCE

ONE TEAM

SAFETY

- Protect the Core
- 2. Diversify into Electric Distribution, Transmission (light) and Maintenance (substations)
- Further penetrate Pipeline Integrity market
- Expand into Local Transmission and Midstream for current customers
- Grow Non-Union services and footprint
- Leverage Enterprise Footprint of key relationships
- 7. Invest in Employees

## Acquisition Opportunities Construction Services



#### Completed Acquisitions

- Link-Line group of companies (2014)
- Enterprise Trenchless Technologies, Inc. (2016)
- New England Utility Constructors, Inc. (2017)

#### Focused Markets for Future Potential Expansion

- Electric transmission and distribution
- Pipeline integrity
- Related infrastructure construction and maintenance services

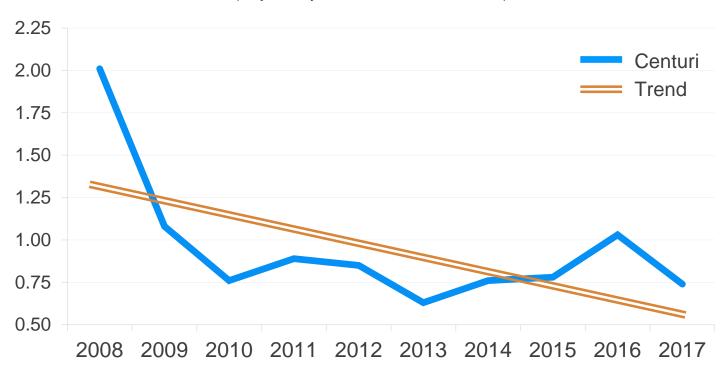
#### Business Opportunities

- Expansion of services to existing customers
- Serving new customers and markets

## Safety Statistics Construction Services



DART
(Days Away, Restricted or Transferred)



### **Sustainability Framework**





SAFETY IS WHAT WE STAND FOR

QUALITY IS WHAT WE LEAVE BEHIND

**ENVIRONMENT IS OUR HOME** 

**COMMUNITY IS WHO WE SERVE** 

**ECONOMY IS A LONG-TERM INVESTMENT** 

**EMPLOYEES ARE OUR LIFEBLOOD** 

### **Compelling Value Proposition**



STRONG, FINANCIAL FOUNDATION

ATTRACTIVE SERVICE
TERRITORY AND
CUSTOMER GROWTH

DIVERSIFIED
ASSET/CUSTOMER
BASE WITH
CONSTRUCTIVE
REGULATION

STRONG RATE BASE GROWTH AND MARKET OUTLOOK

- 2017 \$4.04 EPS (includes income tax benefit of \$0.42)
- 10% gas segment ROE (9.5% excluding tax benefit)
- \$0.10, or 5%, 2018 dividend increase; 9.5% CAGR 5-Year dividend growth
- High investment grade credit ratings (BBB+, Baa3, BBB+ Holdings, and BBB+, A3, A Gas Services) with ample liquidity

#### NATURAL GAS SERVICES

- Customer growth over 31,000 a year for 2018-2020
- Exceeded 2 million in customers in 2017

#### **CONSTRUCTION SERVICES**

- One of the largest, and STILL growing, underground pipeline contractors in North America
- Acquisition of Neuco

#### **NATURAL GAS SERVICES**

- Regulated distribution assets in three states
- Constructive rate mechanisms reduce regulatory lag

#### **CONSTRUCTION SERVICES**

- Serving 25 markets across the U.S. and Canada
- Broad utility customer base with over 20 customers making up 85% of revenues

#### **NATURAL GAS SERVICES**

- Approximately \$2 billion in capital investment for three years, 2018-2020, of which ~ 80% associated with continued safety and reliability
- A 12% CAGR in rate base for next three years
- Earning on over 63% of capital expenditures within 12 months of spend

#### **CONSTRUCTION SERVICES**

Increased pipe replacement work due to aging infrastructures and heightened regulation and safety