

***May 20, 2025***

**ANNUAL  
SHAREHOLDERS  
MEETING**

**NASDAQ: MSEX<sup>1</sup>**

## **Annual Meeting Speakers**



**Dennis W. Doll**  
Chairman of the Board



**Nadine Leslie**  
President & Chief Executive Officer



**Jay L. Kooper**  
Vice President, General Counsel & Secretary

## **Forward Looking Statement**

*In addition to historical information this presentation also contains forward-looking statements within the meaning of U.S. federal securities laws. Forward looking statements are not statements of historical or current facts and reflect the Company's current views based on currently available information and management's current estimates, assumptions, and analysis.*

*Forward looking statements are not guarantees of future performance and involve risks and uncertainties, including those highlighted in the risk factors section of the Company's latest annual and quarterly reports filed with the SEC. These risks and uncertainties could cause actual results to differ materially from those currently anticipated. The Company undertakes no obligation to publicly update or revise any forward-looking statement.*

## Growth, Investment, & Shareholder Value

### 2024 MWC HIGHLIGHTS

- Seamless Leadership Transition
- MWC2030 VISION strategy
- \$75M CAPEX Program
- 2,100 New Customers

## 2024 Financial Highlights

(\$ millions, except per share data)	2024	2023	Variance	
			(\$)	(%)
Operating Revenues	\$191.9	\$166.3	↑ \$25.6	15.4%
Net Income	\$44.4	\$31.5	↑ \$12.8	40.6%
Diluted Earnings Per Share	\$2.47	\$1.76	↑ \$0.71	40.3%



# MWC2030 VISION

## EMPLOYEE ENAGEMENT



- Employee Satisfaction
- Learning & Development
- Workforce Planning
- Performance & Efficiency

## OPERATIONAL EXCELLENCE



- Safety
- Compliance
- CAPEX Delivery
- Efficiency

## CUSTOMER EXPERIENCE



- Customer Satisfaction
- Service Delivery & Efficiency
- Digital Transformation

## SELECTIVE & SUSTAINABLE GROWTH



- Utility Infrastructure Investment
- Tuck-in Acquisitions
- Constructive Regulatory Environment
- Operate-to-Own

## STAKEHOLDER MANAGEMENT



- Investor Relations
- Regulatory Agencies
- Industry Groups
- Community Leaders

A background image featuring a dynamic splash of clear blue water against a light blue, misty backdrop. The water is captured in mid-air, with various droplets and streams creating a sense of movement and freshness.

**CONCLUSION**

**Q&A**

***[www.middlesexwater.com](http://www.middlesexwater.com)***