AMERICAN GRIDWORK PARTNERS

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Electrifying America

The Federal Mandate Has Arrived. The Bottleneck Is Execution.

AGP Investment Thesis | Grid Modernization & National Defense

In response to the April 20, 2026 Presidential Determination under DPA §303

Prepared by American Gridwork Partners, LLC

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SECTION I

The White House Has Made the Mandate Clear

This week, the White House made something very clear. Grid infrastructure is now considered essential to national defense.

That is not just a headline. It is a signal around how capital will be deployed over the next decade and where the real constraints sit inside the system.

On April 20, 2026, the President issued a formal Presidential Determination under Section 303 of the Defense Production Act, designating grid infrastructure and its associated upstream supply chains (transformers, transmission lines, substations, high-voltage circuit breakers, power electronics, protective relay systems, capacitor banks, and electrical core steel) as industrial resources essential to the national defense. The determination unlocks federal capital, purchase commitments, and financial guarantees to accelerate domestic buildout.

> *"America's aging and constrained electric grid… **poses an increasing threat to national defense."***
>
> THE WHITE HOUSE
>
> *April 20, 2026 · Presidential Determination, DPA §303*

The determination puts formal language around what we have been seeing on the ground for the past year. The United States does not have the capacity to build what is required in a timely manner. The grid is aging, demand is accelerating, and the infrastructure needed to support AI, data centers, electrification, and reshoring cannot be deployed fast enough with the current system.

This is how the United States has historically scaled critical industries when timing matters: federal capital, federal urgency, and a clear mandate. The same mechanism that built B-21 bombers and Pfizer COVID capacity is now pointed directly at the electrical grid.

SECTION II

The Numbers Behind the Mandate

The pressure inside the system is not theoretical. It is structural, measurable, and accelerating. Four numbers tell the story:

$3T+	50+ yrs	500K	38%
GRID INFRASTRUCTURE SPEND REQUIRED	AVG AGE OF U.S. SUBSTATIONS	SKILLED TRADES SHORTAGE	U.S. GRID ASSETS PAST DESIGN LIFE

Three trillion dollars of grid spend is required over the next decade to keep pace with demand. The average U.S. substation is already past fifty years old, built in an era before hyperscale data centers, EV fleets, or domestic chip fabs existed. Thirty-eight percent of grid assets are operating beyond their original design life. And the country is short half a million skilled trades workers across the categories that actually build, repair, and connect the grid.

Take the substation problem alone. The bulk of the U.S. transmission and distribution fleet was built between the 1960s and the early 1980s, designed for a load profile that no longer exists. Substations originally engineered to serve a few thousand homes are now expected to backstop hyperscale data centers pulling hundreds of megawatts on a single campus. The equipment inside (power transformers, breakers, switchgear, relays) was specified for steady industrial and residential demand, not for the spiky, around-the-clock loads coming from AI compute, EV charging, and reshored manufacturing. Most of it cannot simply be patched. It has to be replaced, expanded, and in many cases rebuilt from the ground up.

The skilled trades shortage is the constraint that compounds everything else. Roughly half a million electricians, line workers, fiber technicians, and underground utility crews are missing from the workforce relative to projected demand, and the gap is widening every year as experienced trades retire faster than apprentices come up the curve. The average journeyman lineman in the U.S. is in his mid-fifties. Apprenticeship pipelines are running, but a fully qualified high-voltage crew takes four to five years to build, not four to five months. That timeline does not flex with capital. You cannot hire your way out of this shortage on a quarterly basis. You have to acquire and consolidate the crews that already exist.

Equipment lead times tell a similar story. Large power transformers are now quoted at two to three years out, with grain-oriented electrical steel, the core input, effectively single-sourced domestically. Substation-grade circuit breakers are roughly seventy percent imported. Switchgear, protective relays, and capacitor banks are stretched across global supply chains that the federal determination is now explicitly trying to reshore. The headlines will focus on these numbers because they are tangible. They

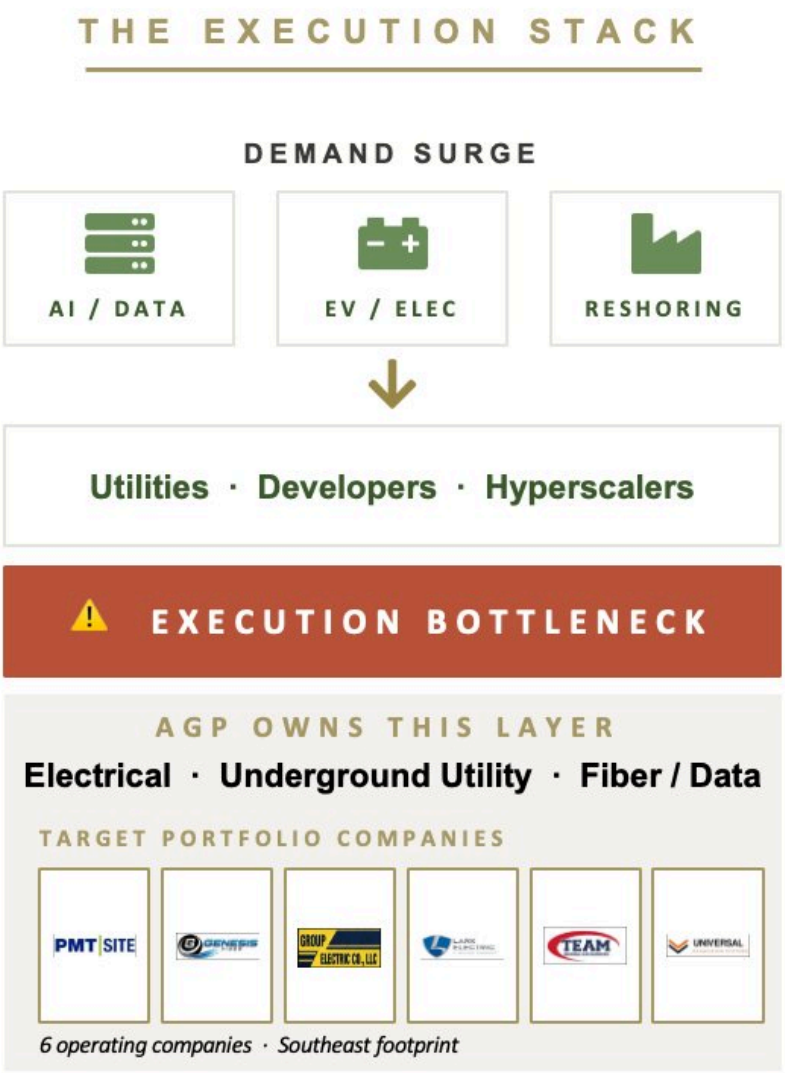
matter. But equipment can be built. Factories can be expanded. What cannot be manufactured on the same timeline is the field labor and the local contractor base needed to actually install and energize all of it.

SECTION III

Where the Bottleneck Actually Sits

Most people will look at this and focus on equipment. Transformers, breakers, steel. That is where the headlines go. But that is not where the bottleneck is.

The bottleneck is execution.



The execution stack: demand from AI, electrification, and reshoring flows through utilities, developers, and hyperscalers, and converges on a single bottleneck. The local contractors who actually build the grid. AGP owns this layer.

Even if every transformer shows up tomorrow, someone still has to install it. Someone has to build the substation, trench the line, run the conduit, pull the fiber, and connect the system. These are physical

systems that require skilled labor, equipment, coordination, and local expertise. They do not scale with capital alone, and right now there are not enough companies that can do that work at the level required.

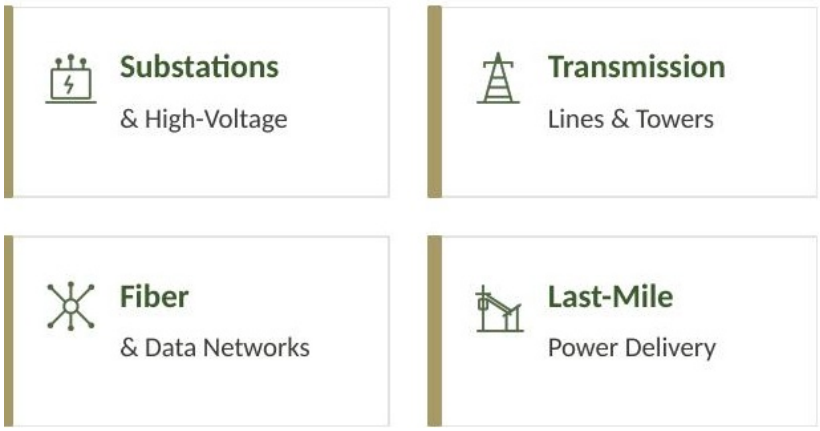
Demand surges from AI infrastructure, electrification, and industrial reshoring are not the constraint. Those are already here, already growing, and now reinforced at the highest level of federal policy. Utilities, developers, and hyperscalers have the capital and the urgency to move. What they are missing is the layer beneath them. The specialized local contractors who actually pour the concrete, set the equipment, and energize the systems.

That layer is fragmented, undercapitalized, and overlooked relative to the scale of demand it serves. It is also exactly where AGP is focused.

SECTION IV

What We're Building

We are building a portfolio of companies that sit at the execution layer of the grid. High-voltage electrical contractors working on substations and transmission. Underground utility businesses installing the lines that carry power and data. Fiber and data network companies connecting power infrastructure to the systems it supports. These are the businesses that install, repair, replace, and connect the infrastructure that actually brings power online.



AGP's four capability lanes (substations and high-voltage, transmission lines and towers, fiber and data networks, and last-mile power delivery) directly map to the components named in the White House determination.

Each of these capability lanes maps directly to language in the April 20 determination. Substations and high-voltage are named explicitly. Transmission lines and conductors are named. Power electronics, capacitor banks, and relay systems are named. The federal mandate is, in effect, a list of work that has to get done, and the companies in our portfolio are the ones who will be doing it.

Our view has always been: electricity first. Everything else follows. AI depends on power. Data centers depend on substations and transmission. Fiber follows power into the ground and into the facility. The

grid is no longer just electricity. It is power and data moving together, built together. And every one of those systems runs through the same type of company. Local. Fragmented. Capacity-constrained. Often overlooked.

These are the kinds of operators that historically have not been targets for institutional capital. They are too small for traditional infrastructure funds, too operating-heavy for software-style growth equity, and too specialized for generalist private equity. But they are exactly the right size and the right shape for a focused rollup. Businesses with real cash flow, real customer relationships, and real local moats, that need capital to take on the scale of work the federal mandate is now pushing into the market. Aggregating these operators under one platform creates pricing power, scope flexibility, and the ability to bid on multi-state programs that any single shop would have to walk away from.

We are also deliberately concentrating geographically. The detail on the regional thesis is later in this memo, but the short version is this: AGP's footprint sits squarely on top of the densest grid load growth in the country, and the contractor layer inside that footprint is exactly what we are buying.

On the operating side, the platform is built around the idea that scale and integration matter more than any one acquisition. Each company keeps its name, its leadership, its customer relationships, and its local crews. What changes is the support layer behind them. Shared bonding capacity. Shared back-office and treasury. Shared bidding tools, project management software, and safety systems. Centralized recruiting and apprenticeship pipelines. A single executive team capable of underwriting larger projects, longer contracts, and multi-state programs that no single shop could absorb on its own. The result is operators who keep doing exactly what they have always done, but with the capital and infrastructure to do meaningfully more of it.

Underwriting discipline runs in the other direction. We acquire only businesses that are already profitable, already cash-flow positive, and already running real backlog. We are not paying turnaround multiples or betting on synergies that have not been proven. We are paying for crews, equipment, customer relationships, and local moats that already exist, and adding the platform layer that lets those assets compound. That is what makes the math work in a federal-mandate environment where capital is going to flow faster than most operators can absorb it.

SECTION V

The Companies We Are / Have Acquired

Our portfolio is being assembled across the Ohio Valley and Mid-South corridor, the geographic focus where AI compute buildout, automotive electrification, and industrial reshoring are converging the hardest. Six operating companies form the current platform, each chosen for its position within one or more of the capability lanes named in the federal determination. PMT Site is acquired and operating; the remaining companies are in active integration, LOI, or final diligence.

Company	Capability Lane	Role in the Federal Mandate
PMT Site • ACQUIRED	Water Infrastructure & Underground Utility	Site preparation, duct work, and last-mile power delivery for data centers and grid projects
Genesis Fiber	Fiber & Data Network	Fiber installation, splicing, and connectivity for substations and data infrastructure
Group Electric	Commercial Power & Building Systems Contractor	Commercial and industrial electrical contracting across power systems
Lark Electric	Industrial Electrical & Industrial Automation / Controls	Industrial electrical and automation, with controls expertise on power equipment
Team Electrical	Industrial Electrical / Fiber & Data Infrastructure	Electrical contracting integrated with fiber and data infrastructure work
Universal Excavation	Underground Utility	Underground utility installation, trenching, and direct earthwork for grid buildout

These are not abstract targets. These are real operators with crews in the field, equipment moving, and projects already underway. They are the companies that will benefit directly from federal capital flowing into substations, transmission, and grid equipment. They are the companies utilities and developers will call when timelines compress further. They are the layer the mandate ultimately depends on.

Each company brings a different scope of work, but together they form a single integrated execution platform. PMT Site moves dirt and prepares the pad. Universal Excavation trenches and lays the underground. Group Electric, Lark Electric, and Team Electrical wire the substations, switchgear, and industrial systems. Genesis Fiber pulls the data and connectivity layer alongside the power. On a typical hyperscale or industrial project, three or four of these companies are on the same site at the same time, doing scope that would otherwise be split across half a dozen unrelated subcontractors with no shared schedule, no shared bidding posture, and no shared accountability. Bringing them under one platform compresses that coordination cost and pushes margin back to the operator side of the equation.

WHY THIS REGION

Our Targeted Footprint

AGP target footprint. Six states sitting at the convergence of data center buildout, EV and battery manufacturing, reshored industrial activity, and federal infrastructure spend.

This region is not a guess. It is the densest concentration of new electrical load in the country. The Virginia data center corridor, anchored by Loudoun County, is the largest data center market globally and is now expanding south and west into Tennessee, Kentucky, and the surrounding states as power and land in Northern Virginia get harder to come by. Hyperscaler capacity additions in this footprint are running well ahead of the rest of the country, and every new campus carries hundreds of megawatts of substation, transmission, fiber, and underground utility work behind it.

Layered on top of the data center demand is a wave of EV and battery manufacturing investment moving into Tennessee, Kentucky, Ohio, and Indiana, plus reshored chip and industrial activity following the same labor and power footprint. The Southeast and Ohio Valley together account for roughly thirty-five percent of U.S. infrastructure spending growth, and the aging grid in this corridor alone needs more than fifty billion dollars of substation and transmission upgrades over the next decade. State-level incentives are accelerating private capital deployment into exactly the categories of work AGP's portfolio companies do every day.

Demographics reinforce the thesis. These six states have captured an outsized share of net domestic migration since 2020, and that population growth is driving demand for housing, logistics, commercial space, and the underlying power and connectivity infrastructure that has to be built before any of it goes live. Federal incentives, state tax benefits, and hyperscaler urgency together create a multi-year window for first-mover advantage. We intend to own the contractor layer that captures it.

Where we go from here

The White House has made the mandate clear. Build the grid. Build it domestically. Build it faster. Federal capital will flow. Utilities will accelerate. Hyperscalers will keep pushing for power alongside connectivity. In a system where demand is already locked in and timelines are compressing, value shifts to the companies that can actually execute.

That is what we are building. A portfolio of operating companies across electrical, underground utility, and fiber and data infrastructure. Businesses that run independently at the local level but are connected through capital, systems, and a shared strategy. Companies that can take on larger projects, move faster, and capture more of the work being pushed into the market right now.

The grid is going to get built. The only real question is who builds it.

That is where we are focused.