

FIRST EDITION | 2023

ZACHRY

THE NEWSLETTER FOR THE EMPLOYEES, FAMILIES AND FRIENDS OF ZACHRY GROUP

CONNECTIONS



A MESSAGE FROM THE EDITOR

The last few years were challenging. And there is no doubt we have changed as an organization. COVID-19 taught us the importance of connection and how critical relationships are to each of us and our business. With that in mind, we have decided to name the latest version of our employee newsletter *Zachry Connections*.

Zachry Connections is for you. To help you understand the business more and feel more connected to our work and to one another. You can expect to hear from us a few times a year. If you have anything you would like to see in future versions of *Connections*, please email us at ZachryConnections@zachrygroup.com.

Sincerely,
The Editorial Team

WAYS TO CONNECT

At Zachry Group, everyone matters. We care about all people as individuals, and strive to make sure everyone is safe and healthy. We care about employees' physical, mental, emotional and spiritual wellness.

EMPLOYEE ASSISTANCE PROGRAM

The Zachry Group Employee Assistance Program (EAP) staff provides confidential support to assist with the challenges of everyday living and offers benefits that address employee well-being. Services are available 24 hours a day, offered in Spanish and English, at no cost to employees and their immediate family members.

EAP@ZACHRYGROUP.COM
(877) 429-4327

DISPUTE RESOLUTION PROCESS

We strive to create a culture where workplace conflicts can be resolved quickly and fairly by employees and supervisors across the organization. The DRP team is available to assist and empower managers and employees to prevent issues from escalating, navigate options and promptly resolve conflicts that do arise.

ZDRP@ZACHRYGROUP.COM
(877) 350-0129



ZACHRY CAREERS

Zachry offers meaningful work in an environment that is explicitly designed to bring out the best in people.

1-800-JOBSUSA (1-800-562-7872)
1800JOBSUSA.COM

ZACHRY BENEFITS

For questions about your benefits or for help enrolling:

(800) 929.0481 weekdays 8:00 a.m. to 5:00 p.m. CST
benefitsdept@zachrygroup.com

For information and to make changes to your enrollment:

benefits.zhi.com

ZACHRY CONNECTIONS

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ON THE COVER

A group of craft professionals gather together for an early morning safety meeting beneath a cold, Nebraska sky. Despite the pre-sunrise hour and freezing temperatures, everyone is all smiles. They know that maintaining a positive attitude is key to keeping themselves and their coworkers safe.

Photos/Nick Grancharoff

VALUED EMPLOYEES,

Welcome to the newest edition of our employee communication magazine, *Zachry Connections*.

As I reflect on the new name, specifically the word “connections”, I think about the many relationships I have built over the years. And they started from my first role at Zachry. I started my career in our Estimating group back in 1990. What I remember most about my time in Estimating was the people and the relationships that we built. We had good days and bad days. Through all the hard work and long hours, we still made time to get to know each other and our families. I quickly learned these connections made us stronger as a team. They helped us to work together toward a common goal. And while many of those people have moved on, those connections to people and to the work, and the connections I made in all my other assignments along the way, have carried forward in all that I’ve learned over the past 32 years.

Connections are built over time, and become the fabric of our existence, both personally and professionally. They consist of the relationships we have with each other, our families, our communities, our customers, and ourselves – and they connect us to a common set of goals. As long as I’ve been with Zachry, we’ve always placed equal importance on relationships and getting the work done. Together, they make us successful as a company, as a team, and as individuals. We need both.

Connections need to be nurtured – they need to be fed to grow stronger. Therefore, we are excited to bring back a series of publications that allow us to speak directly to all our employees and their families. It matters to us that we are a part of your homes again. We want your friends and families to connect with the good work you are doing, so please share this with them. We know they will be as interested and proud of your accomplishments as we are. We also want this to be a tool for you to learn more about what we’re doing across the company. We want this to help you feel connected to our purpose and our vision, as a company and as a team.



Tammy Mallaisé, Senior Vice President, People & Culture

As we made the decision to bring back our magazine, and as we considered how we’ve grown and expanded our services over the last 15 years, it felt like a great opportunity to refresh the name, feel, and format. And to reconnect with all of you.

What can you expect in this issue? It’s been a while since we produced a publication like this, so in these pages you can expect to see updates about the business from the past year. The business is growing, and with that comes new projects

“ I hope this edition of *Zachry Connections* reminds each of you about the important role you serve in our company and the value you bring to Zachry Group. ”

and new opportunities across all our business lines. You’ll learn more about what projects we’ve been awarded, and about some of our recent accomplishments.

I hope this edition of *Zachry Connections* reminds each of you about the important role you serve in our company and the value you bring to Zachry Group. Connecting with you matters to us, individually and collectively. As I wrap up, I want to say thank you. What we do is challenging and What’s Most Important is how we choose to show up and treat each other in the midst of those challenges. Thank you for exemplifying the behaviors and values of Zachry Group each and every day.

A handwritten signature in black ink that reads "Tammy". The signature is fluid and cursive, written in a professional yet personal style.

ZACHRY GROUP UPDATES

Our business continues to expand across all markets and business lines. Here are a few highlights from the past year:

X-energy

In a significant step toward the creation of a unique energy delivery model, X-energy selected Zachry Group and the combined team of Burns & McDonnell and Day & Zimmermann as constructors to collaborate and work with the company on the next phases of design and deployment of its Xe-100 advanced reactor fleet. To deliver on the anticipated demand for its advanced reactor technology, X-energy selected two world-class constructors able to deliver an optimized construction schedule, standardized advanced work packages, and the latest construction techniques and digital technology.

As a part of the U.S. Department of Energy's (DOE's) Advanced Reactor Demonstration Program (ARDP), Dow has announced the selection of Seadrift Operations as the site to install the 320MW Xe-100 4 pack. This marks an important step in the ongoing program development paving the way to the early stages of regulatory interface with the Nuclear Regulatory Commission (NRC), including the licensing and permitting processes. The project expects to begin construction at Seadrift in 2026.

PLNG

In April 2021, Venture Global LNG announced a new partnership with Zachry Group in the development of the Plaquemines LNG export project. This announcement followed the company's previous announcement of the selection of KBR as the EPC contractor for the facility. KBR and Zachry Group will together, through a joint venture as KZJV, execute the development, engineering, procurement and construction under the EPC contract for Phase 1 of Plaquemines LNG.

As construction progresses rapidly at Plaquemines LNG, Zachry has prioritized job creation, community engagement, and philanthropy throughout Plaquemines Parish and the Greater New Orleans Region. Our employees are committed to the community and making a positive impact. We thank them for all they do to make our community better!

Golden Triangle Polymers Project

In November 2022, Chevron Phillips Chemical Company (CPCChem) and QatarEnergy announced they are proceeding with the construction of an \$8.5 billion integrated polymers facility in Orange, TX. The facility, owned by a newly formed CPCChem and Qatar Energy joint venture, Golden Triangle Polymers Company, LLC, consists of a 2.0 MTPA ethane cracking unit, two 1.0 MTPA polyethylene units and outside battery limits (OSBL) utility systems and infrastructure to support the ethane cracking and polyethylene units. Once operational, the plant will produce Marlex® polyethylene, which is used in the production of durable goods, recreational products, and essential packaging applications.

Zachry Group and joint venture partner DL USA, Inc. (ZDJV) are responsible for the Engineering, Procurement and Construction (EPC) of the polyethylene units.

Zachry Group and joint venture partner Burns & McDonnell (BMZ) will design and build the OSBL scope at the Golden Triangle Polymers facility. BMZ will be responsible for the Engineering, Procurement and Construction (EPC) along with scope interfaces with other EPC contractors.

Construction of the plant, which is located 113 miles east of Houston, began in fourth quarter of 2022, with peak employment of 4,500 construction employees.

Calpine Baytown

Technip Energies, together with Shell Catalysts & Technologies and Zachry Group, have been awarded a Front-End Engineering and Design (FEED) contract for a carbon capture unit project in Baytown, Texas, USA.

The project will be designed to capture two million tons per annum of CO₂, which represents 95% of CO₂ emissions from processed flue gas from Calpine's Baytown Energy Center (BTEC) and a natural gas combined cycle power plant (CCGT).

Zachry's scope in the FEED study will include outside battery limits (OSBL) engineering, which includes utility systems, loading and off-loading facilities, operation and maintenance buildings, and site preparation. Zachry will also conduct detailed construction planning and estimating for the overall project, with the ultimate development of a final EPC cost estimate and schedule development.

NET Power

NET Power has selected Zachry Group to provide Front-End Engineering Design (FEED), followed by Engineering, Procurement, and Construction (EPC) services for the construction of NET Power's initial utility-scale power plant, which will be the world's first large-scale gas-fired power facility with near-zero emissions.

Zachry is the first EPC partner licensed by NET Power. Building upon NET Power's prior plant design and testing at its La Porte demonstration facility, FEED work is underway in Zachry's Houston Engineering office and is expected to be completed in 2024. EPC work is planned to commence shortly thereafter, and the facility is expected to come online in 2026. NET Power's standard modularized utility-scale design approach is expected to rapidly drive down capital costs for subsequent plants and enable more plants to be produced each year.

John B. Zachry, chairman and CEO of Zachry Group, commented, "We look forward to working with NET Power and contributing to a cleaner energy future. This project is an example of why we created Zachry Sustainability Solutions and demonstrates our company's commitment to supporting the evolution of new and cleaner energy sources. It is exciting to bring our expertise to this first-of-its-kind facility and we look forward to supporting the launch of NET Power's broader deployment goals."

Services: By the Numbers

From small-cap to fab shops to maintenance and turnarounds, the Services Group has had a very productive 18 months. We are excited that our portfolio of small capital projects is growing, and have much to celebrate across the enterprise. Here are a few highlights from **January 2022 to June 2023**:

686 YEARS TENURE OF MAINTENANCE SITES

40+ NUMBER OF MAINTENANCE SITES

500+ TOTAL PROJECTS WORKED AT TURNAROUND SITES

6,900+ AVERAGE NUMBER OF TURNAROUND, MAINTENANCE & FABRICATION SHOP EMPLOYEES

October 2022: Work in progress at OPPD





MAKE A POSITIVE IMPACT

TO ALL EMPLOYEES:

The philosophy by which we operate our company has several components that are just as relevant today as they were when the company was founded. Among what's most important is that we care about people and have a genuine concern for the well-being of all our co-workers and a desire to create a work environment that values the safety and health of our workforce. By all established and recognized safety performance metrics, our teams have been quite successful in meeting our safety goals over the years; however, our culture of thinking long-term encourages us to celebrate our successes while continuing to strive for better results. To truly meet our safety performance goals, we must always strive to identify and mitigate all potential hazards and manage our work to ensure that our coworkers are provided with the safest possible work environment. We must accept nothing less from our teams.

Achieving our safety goals not only requires active participation in our safety processes by all employees but also requires leadership and constant commitment from everyone. It is critical that all employees feel a strong sense of responsibility, empowerment, and accountability when it comes to ensuring that everyone works safely. Only by

working together in an open and transparent culture, can we realize the power of "We" and make safety incidents a thing of the past. Without question, safety is everyone's responsibility.

Working safely is not always easy or expedient, but it is always smart, and more importantly, it is always the right thing to do. It is an integral part of how Zachry honors its commitments and always seeks to make a positive impact. In addition, it is an expectation that all employees will conduct themselves in a way that is consistent with our Company's values and demonstrates safe behaviors. I ask that after you read this letter, you take action. Each of us should look out for each other, so please stop someone when you see unsafe behavior. I am confident that, together, we can continue to improve our safety performance and achieve every goal that we set. Thank you for your support and commitment to working safely.

Regards,

John B. Zachry
Chairman and Chief Executive Officer

SAFETY AWARDS

We are proud to share some of the safety awards we celebrated in 2022 and 2023, in recognition of our commitment to working safely:

- Six years without a recordable incident - CPChem Sweeny
- VPP Star site - CPChem Pasadena

- VPP Recertification - Bayer Luling
- Golden Triangle Business Roundtable (GTBR) - Contractor Safety Award
- Heart of Zachry Award - Level 7 - Lyondell POTBA
- Heart of Zachry Award - Level 1 - Golden Triangle Polymers: BMZ
- Houston Business Roundtable - Gold Award - JVIC - Specialty Large Craft, Hard Division

Gulf Coast Safety Council

Providing Training Solutions to Industry



Zachry Maintenance and JVIC Turnaround and Specialty Services were honored by the Gulf Coast Safety Council.

Gulf Coast Safety Council Awards

Both Zachry and JVIC were honored to be recognized by the Gulf Coast Safety Council at the 2023 Awards banquet for our performance over 2022:

Zachry – Southeast Region

- **Injury Free Contractor Award:**
 - Zachry at Bayer Crop Science
 - Zachry at Chevron Oronite
 - Zachry at Chevron Pascagoula Refinery
 - Zachry at Diamond Green Diesel
 - Zachry at Valero Meraux Refinery
 - Zachry at Valero St. Charles Refinery
- **Safety Performance Award for Mechanical Contractors: 25,000 to Less Than 50,000 Workhours:** Zachry at Valero Meraux
- **Safety Performance Award for Mechanical Contractors: 500,000 to Less Than 750,000 Workhours:** Zachry at Bayer Luling

JVIC – Southeast Region

- **Injury Free Contractor Award:**
 - JVIC at PBF Chalmette Refinery
 - JVIC at Valero Meraux Refinery
 - JVIC at Valero St. Charles Refinery
 - JVIC at Bayer Crop Science

SGE Company of the Year

Zachry Group has earned the OSHA Region VI Voluntary Protection Program **SGE Company of the Year Award** and received the Star Among Stars award across multiple job sites. We are also

excited to have added two employees to our Special Government Employee (SGE) Program, and **Paul Beck** was recognized as the **SGE of the Year**.

This recognition is an indication of our unwavering commitment to safety, backed by our dedicated employees.



Community Investment

Thank you to all of our employees for another successful year of employee giving through United Way. Because of you, our employee pledge total for the 2023 campaign is \$2.02 million, and with the company dollar-for-dollar pledge match, the total is **\$4.04 million**.

As you engaged in learning more about your communities and how United Way is working to address critical needs, you also achieved some amazing statistics during this campaign:

Pledges increased **13.7%** Campaign events **130**
Participation forms completed **96%** Employee volunteers **120+**
United Ways impacted across the United States **100+**

“**Employee giving is important** because it benefits our community and enhances the livelihood of those in need. It’s a generous and humbling experience that we are all proud to be a part of here.”

Tava Moore
Training Coordinator | Soda Springs, ID

In addition, 2023 is off to a wonderful start with many of our Care Teams volunteering in their local communities. We have completed park clean-ups, beautification projects, food drives, pet toys, and so much more! Thank you to all our employees for volunteering their time. Your participation and efforts are positively impacting our communities. **You are making a difference!**

To learn more about Care Teams, e-mail
Tinsley Smith: smitht@zachrygroup.com

Employees at OPPD participated in an exercise that illustrates how the cost of day-to-day needs affects many families.



SERVICE AWARDS

Long-term relationships are important to us at Zachry Group. As we celebrate our employees' years of service, we recognize and are grateful for each employee's hard work and dedication to strengthening all parties—with our coworkers, with our customers, within our communities, and together as an

organization. Thank you to all Zachry employees for your continued support and valuable contributions toward our collective, long-term excellence. To view the complete list of Service Award recipients, including five- and 10-year recipients, please scan the QR code below.

FIRST QUARTER 2023

15 YEARS:

Juventino Aguilar Arizaga
Demetrius Amos
Belinda Arechiga
Remigio Ayala
Arthur Boudreau
Berlin Bryan
John Deavers, Jr.
Jennifer Dupuy
Jonathan Edler
Thomas Ewing, Jr.
Jose Flores
Lee Foust
Emerico Gamez
Horacio Garcia
Oscar Gonzalez
Alberto Gonzalez, Jr.
Johnnie Gray
Juan Guevara
Ignacio Gutierrez
Christopher Hadley
Jessie Hardy
Roy Howard, Jr.
David Jaramillo
Julio Leal Martinez
Brandon Olivares
Kenneth Preston
Christina Putch
Edward Richardson
Roberto Ruiz Aguilera
Orlando Saenz
Jose Saldana
Oscar Salinas Perez
Jason Schneck
Rex Simmons
Michael Simons
Michael Tubbs
Sherman Usea
Robert Webb
Debra Kay Wickboldt
Jeremy Wright
John Yohn
Kelleroy Zahne

20 YEARS:

Gilbert Costilla
Jeronimo Haro
Abel Hernandez
Shawn Herzfeld
Donald Hurley, Jr.
Brenda Mills
Richard Sainz
Antioco Sanchez
Yvette Silva
Scott Wilkerson
Daniel Ybarra

25 YEARS:

Lekesha Borne
Jorge Hernandez Miranda
Septimus Joseph
Jacques Matherne
John McBride
Steve McDonald
Rudy Ramirez III
Buster Redd
Faamasino Samuelu
Raul Vasquez
Brian Worden

30 YEARS:

Steven Bryant, Jr.
Raquel Cortez
Carlos Perez

35 YEARS:

Brac Biggers, Jr.
Doyle Cox
James Dykes
Jose Jimenez
Calvin Smith

40 YEARS:

Bobby Smith

SECOND QUARTER 2023

15 YEARS:

Linda Agueros
Diti Amin
Maria Anzaldúa
Chad Benoit
Hernan Cardenas
Zaqueo Castro
Johnny Coats
Joe Conly
Edmond Cortez
Leticia Cuevas
Scott Davis
Tracy Dees
Alexander Destouche
Betzabeth Diaz-Albarran
Nathan Dunlap
Misty Eaton
Matthew Fallacara
Dennis Fitch
Timothy Ford
Dale Forse
Juan Gamez
Bud Green
Sergio Guel
Duran Hargest
Robert Harris
Laura Heath
Erma Hernandez
Stacy Hickman
Michael Howard
Alvaro Islas Trevino
Lori Keshav
Jay LeBlanc
Joe Loredó
Roland Martinez
Victor Martinez
Kathleen McCabe
Joshua McCord
Farrell Monceaux
Jimmy Nash, Jr.
Shannon Neugent
Paul Ortega
Melinda Perez

Crystal Pierson
Albert Poelvoorde, Jr.
Ronald Quizon
Jose Ramirez
Emirh Ramos
Bradley Robertson
Matthew Robinson
Marshall Sandolph
Pedro Solis
Teofilito Solis
Victor Vargas
Mark Weesner
David Willett
Eustacio Yanez

20 YEARS:

Ronald Albarado
Sergio Alvarez
Gregory Barbier
Sonny Carpenter
Scott Durant
Anthony Garcia
Justin Garza
Neal Goodenough
Jess Hadden
Hector Hinojosa Guttierrez
John Miller
Jesus Nino
Daniel Nolte
Adrian Olmeda
Jose Pena
Wayne Pettis
Pablo Ralda
Eric Ramirez
Harold Smigla
Eliseo Velasquez Bautista
Marc Willard
Celeste Williams

25 YEARS:

Sonia Arriola
Marc Gonzalez
Raul Granados
Jorge Guajardo

Terry Koderhandt
Randy Ramirez
Travis Sessions

30 YEARS:

Joseph Bautista
Yvonne Bell
Nancy Griffin
Clifford Lockett, Jr.
Sixto Morales III

35 YEARS:

Glenn Kloos
Darryl Newton
Melissa Pizzini

40 YEARS:

Ned Bunting
Catarino Ortiz
Randall Park
Phillip Pascale

45 YEARS:

Arthur Herrera

50 YEARS:

Luther Durkop



SCAN THE QR CODE
to see all Service Awards recipients
for the first and second quarter.

TOTAL

8,367
CUMULATIVE YEARS OF SERVICE



EMPLOYEE CONNECTIONS

RUSSELL McDONALD,
SR. DIRECTOR/ENTERPRISE TECHNOLOGY SERVICES

Photo/Nick Grancharoff

“ How would you describe your time and journey here at Zachry Group? ”

My father worked for Zachry before I was even born, so I always knew about Zachry. After high school, (and some indecision about my next life choices), my dad drove me to the Employment Office in Baton Rouge, Louisiana, where I was hired on a labor crew. While working, I enrolled in night courses at LSU and took a basic programming class. The next thing I knew, the project superintendent had me going over to a warehouse to start entering issue tickets because I knew how to type. I started to get confident in the system, and so they let me do a few more transactions like input purchase orders and receipts. I was very interested in how the work I did connected to other work on the job, and over time I learned the symphony of how we buy goods all the way to paying for them.

This led me to different opportunities in our operations group, including trips to Puerto Rico, Trinidad, and Moscow, Russia. In all of these various assignments, I had the opportunity to not only use the systems in differing ways, but also to build relationships with other parts of the business. It was cool to use a new set of skills while staying in the material control and procurement space. And I took it as a personal responsibility to know everything about my work area and to be able to answer any question I was asked.

In 2000, I had the opportunity to come to San Antonio to work in IT. I remember when they asked, I thought they were crazy, I didn't know very much about IT. However, it opened up a whole new world to me, and a chance to better understand how our procurement systems connected to accounting and project controls and various other areas of our business. And just like when I started, I kept asking questions and I continued to take the opportunities that Zachry handed me.

What motivates you?

Two things. First, the opportunity to improve – both myself and the company. There's a kindred spirit and a shared bond with my colleagues because we all have a desire to see the company improve and each person is willing to put in that work. Second, having the ability to implement meaningful change. I have an opportunity to be a part of change, and that's exciting, and challenging, but all in all, very rewarding.

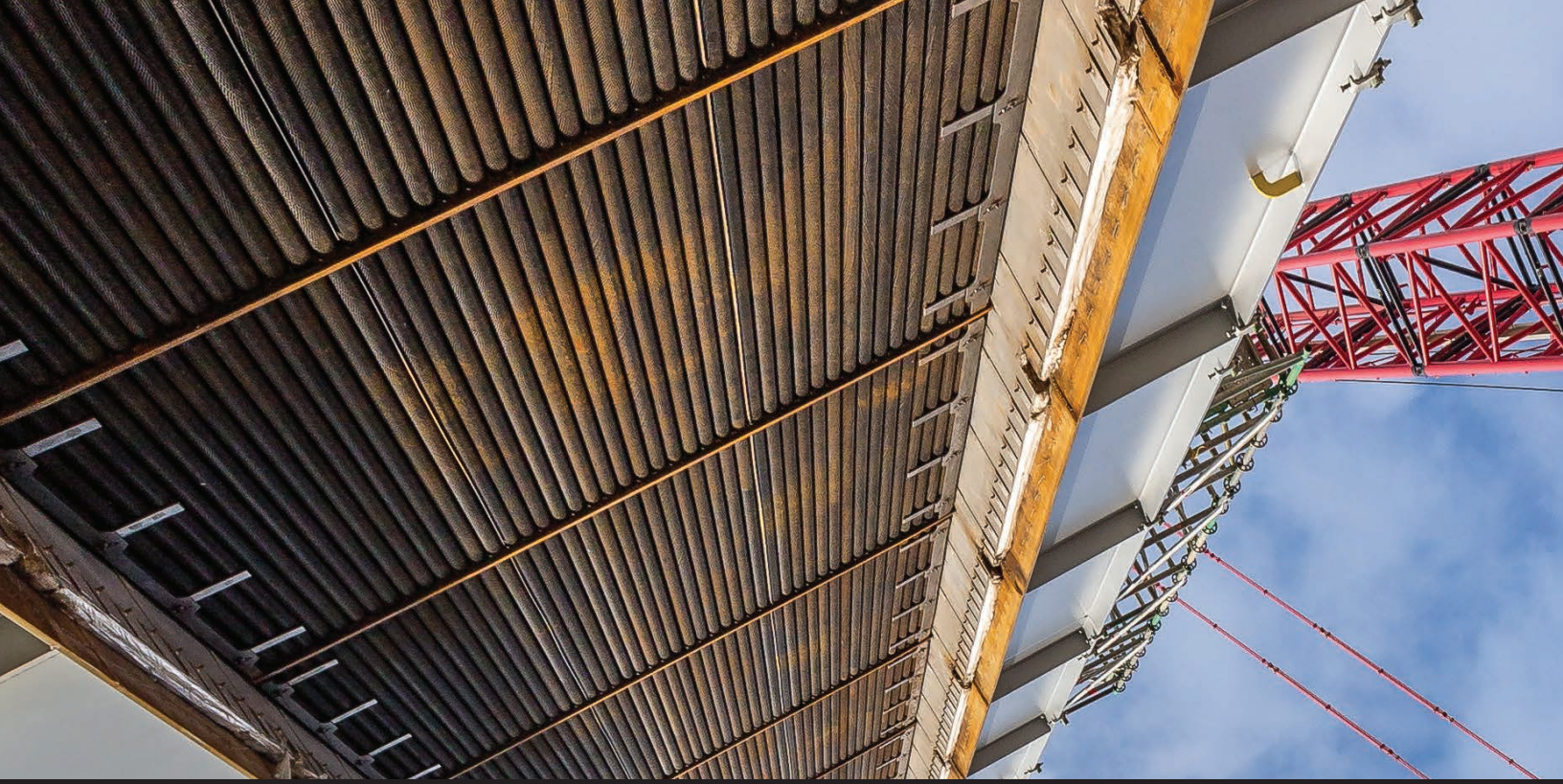
Reflecting on your life and career, what advice would you give to your younger self?

My advice would be to never stop asking questions. Be inquisitive. Yes, you need to perform your work well. But if you have an interest, ask questions – because you never know where that may lead you in the ebbs and flows of your career to come. The more you learn about the business, the more you learn about what interests you. You need to find a place in this organization where you feel you can provide value but also that provides value to you. If you don't get that, you're never going to enjoy it here at Zachry. And lastly, don't chase a title. Set knowledge as your target. You become more valuable when you become more knowledgeable.

What legacy do you hope to leave?

When my father passed away, they asked me to put together a document on what his legacy was. It gave me time to reflect not only on his legacy (which was honesty and spoke to who he was through and through) but also on what I hoped mine would be someday. I hope I'm remembered as a kind and fair person, and as someone who believes that anything is possible. When I started with Zachry in 1989, did I ever see myself leading our technology group? Never. But I couldn't be more proud to work with my team every day. ”

Living by our values, executing our vision — these are the employees we recognize in Employee Connections. Send your nominations to zachryconnections@zachrygroup.com.



PHOTOGRAPHER'S PERSPECTIVE

The towering structures reach skyward with a sense of ambition and determination, a testament to the success of Zachry, which has become a major player in our industry. But the company's success has never been just about the structures it builds. It's also about the values that underpin everything it does – integrity, honesty, a commitment to excellence, and recognizing that people have always been our most important resource. Thank you to all of our employees who have helped make Zachry a success. Our future is bright; the sky is the limit. — Nick Grancharoff

