

2025

YEAR IN REVIEW

kokosing 



WELCOME

As we enter a new year, we are immensely proud to share some of the amazing accomplishments we achieved together in 2025. While it's not possible to list all of the remarkable work of the Kokosing team over the past year, we are highlighting a number of areas that demonstrate the skills, abilities and commitment of our team.

First and foremost, our success is not possible without the hard work of our incredible team members. Our organization is full of individuals who strive each day to perform to a high standard, learn new skills and bring innovative ideas forward. Their dedication allows our organization to continue to grow into new types of work and geographies and grow in ways in which we give back to the communities where we live and work.

The construction industry has made significant strides in collaboration over the last several years, which has created new opportunities with our clients, partners, subcontractors, and peers. We extend our gratitude to those who have joined us along the way, contributed to our success, and contributed to the well-being of our industry.

We are well positioned for success now and into the future. As we revisit the milestones included in this Year in Review, we hope you'll see glimpses of our collective enthusiasm for our work that is guided by the strong foundation of our values, our appreciation for our team members, and our love for those alongside us on this journey.

Wishing you and your loved ones a happy, healthy and safe 2026!



Wm. Brett Burgett

Wm. Brett Burgett
Co-CEO and President, Kokosing, Inc.



Wm. Bryce Burgett

Wm. Bryce Burgett
Co-CEO, Kokosing, Inc.

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SAFETY FIRST

STRATEGIC PLANNING

Creating, implementing and adjusting strategic plans is crucial to reaching a goal. Safety 24/7 represents a renewed focus for Kokosing over the next several years. Our Safety 24/7 culture is championed by each team member at work and at home, 24 hours a day, 7 days a week.

A recap of Kokosing's year in 2025 must start with Safety First, which is our priority at every day, regardless of the year. Keep reading for a summary of some of the ways we have improved our safety program.

SAFETY INSPECTIONS & CONVERSATIONS

Inspections are an impactful method to prevent incidents and injuries – a method that remains a cornerstone of the effectiveness of our safety program. Results lead to conversations and connections which further embed safety into our daily, monthly, quarterly and annually planning, expanding our culture of Safety 24/7 even further.

CONFINED SPACE

To heighten the effectiveness of our confined space training, a mobile training simulator became a reality in late 2024. Since then, we have equipped our team members with hands-on experience in rescue procedures, equipment evaluations, and hazard management specific to confined spaces. Within just one year, Kokosing's Safety Team has trained 500 team members in the Midwest and Mid-Atlantic regions. The simulator received the 2025 National Asphalt Paving Association Safety Innovation Award.



REGIONAL SAFETY TEAMS

Our safety program has included safety teams within each area of our work for years now. These teams include many subject matter experts to develop processes, solve problems, and improve the overall safety of our operations. Our approach to safety teams has broadened to include regionally-based groups that engage even more team members. Now, collectively, hundreds of team members actively participate towards the improvement and further development of our culture of Safety 24/7. Thank you to all our team members who contribute!



SAFESTART NOW

A 3-day class in leading human error reduction training, SafeStart Now is designed to help individual team members bring awareness to the states and errors that lead to a majority of all injuries and incidents at work and at home. This training reduces at-risk behaviors by blending personal safety leadership and safety decision-making skills. To date, 586 team members have trained in SafeStart Now and our five Safety 24/7 Leadership Skills, and 44 team members are now authorized Safety Start Now trainers.

Thank you to all team members for your safety leadership and active engagement in our safety processes. As we continue our journey, we will need your feedback and support to continuously improve and grow our Culture of Safety 24/7.

KOKOSING CAPABILITIES

Kokosing is one of the largest family-owned construction companies in the Midwest and Mid-Atlantic. Known for unwavering integrity and exceptional safety and quality, Kokosing companies provide extensive resources for our customers across a wide range of markets. Additionally, aggregates and asphalt material suppliers are part of the Kokosing group of companies.



HEAVY HIGHWAY



BRIDGES



WATER



POWER & ENERGY



MASS EXCAVATION



ADVANCED
MANUFACTURING



INDUSTRIAL
MAINTENANCE



MARINE



MISSION CRITICAL



INDUSTRIAL SERVICES



PIPELINES



ASPHALT + AGGREGATES

GEOGRAPHIC REACH

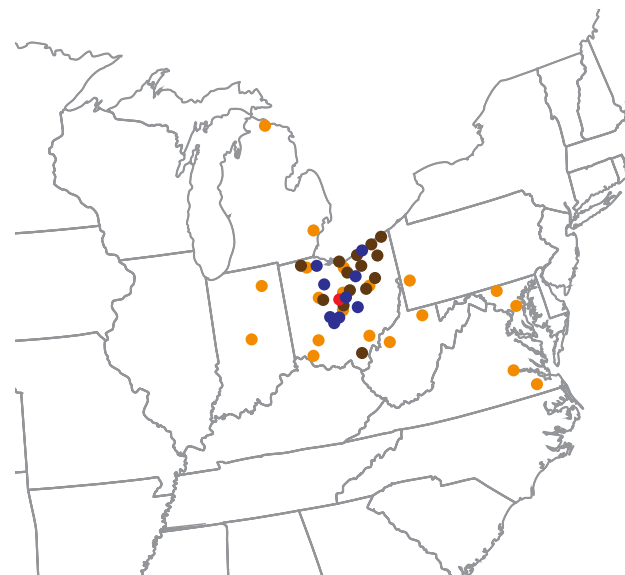
Kokosing's corporate headquarters is located in Central Ohio, with regional offices branching out across the Midwest and Mid-Atlantic regions.

Our projects have taken our crews all over the United States, from the coasts of Hawaii, California, and Florida to up and down the eastern seaboard.

Asphalt plants and aggregate plants are located across Ohio.

OFFICES + PLANTS

- Kokosing Construction, Kokosing Industrial, McGraw Kokosing
- Integrity Kokosing Pipeline Services
- Kokosing Materials
- The Olen Corporation



ENR RANKINGS

2025 ENR RANKINGS

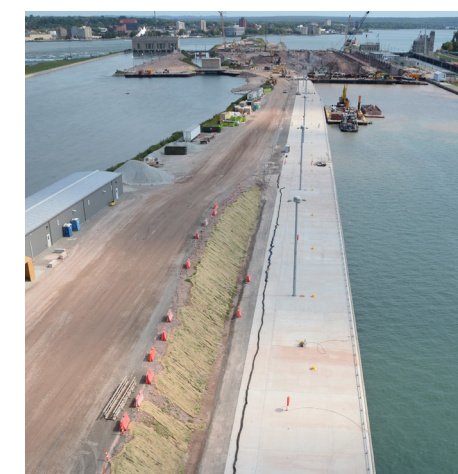
Kokosing ranked in 22 categories on the 2025 lists. We've had the opportunity to work on amazing projects throughout our history, with some extraordinary ones contributing to this year's rankings.

49
TOP 400

19 TOP 50 HEAVY DOMESTIC	17 MANUFACTURING	8 STEEL AND NON-FERROUS PLANTS	4 MINING	12 MIXED USE BUILDINGS
31 WATER SUPPLY	15 WATER TREATMENT & DESALINATION PLANTS	16 SEWERAGE AND SOLID WASTE	13 WASTEWATER TREATMENT PLANTS	12 SANITARY AND STORM SEWERS
23 TRANSPORTATION	9 BRIDGES	12 HIGHWAYS	6 PIPELINES	9 MARINE AND PORT FACILITIES
60 TOP 100 DESIGN- BUILD FIRMS	60 TOP 100 CMAR FIRMS	49 TOP 100 CONTRACTORS BY NEW CONTRACTS	9 AUTO PLANTS	28 FOSSIL FUEL

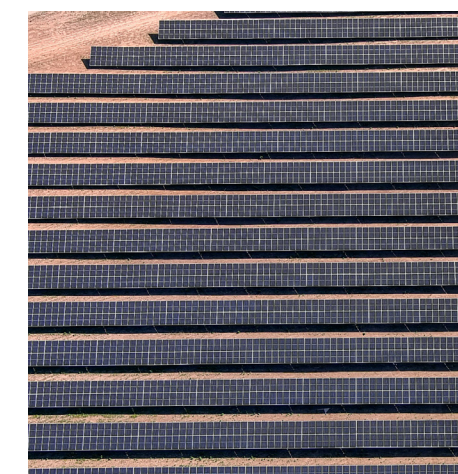
PROJECT AWARDS

Kokosing has been part of remarkable projects and we are grateful to have been recognized for our efforts.



ENR MIDWEST BEST OF THE BEST
WATER/ENVIRONMENT CATEGORY

Upstream Approach Walls at Soo Locks
Sault St. Marie, MI



ENR MIDWEST BEST OF THE BEST
ENERGY/INDUSTRIAL CATEGORY

Solar Array Installation
Lebanon, OH



ENR MIDWEST BEST OF THE BEST
WATER/ENVIRONMENT CATEGORY
AWARD OF MERIT

Peak Excess Flow Treatment Facility
Kokomo, IN



Located on the U.S.-Canada border between Lake Superior and Lake Huron, the Soo Locks Complex accommodates more than 7,000 vessels carrying more than 75 million tons of cargo each year, including nearly all domestically produced advanced high-strength steel used in the manufacture of products such as automobiles and appliances. Originally constructed in 1855, the Soo Locks Complex is listed on the National Register of Historic Places. Due to its age, only one of its existing locks – the 1,200-foot Poe Lock – is capable of handling large lake freighters commonly used on the Great Lakes Navigation System.

To provide much needed infrastructure resiliency and eliminate this potential point of failure, the U.S. Army Corps of Engineers is implementing a three-phase plan to create a new 1,200-foot-long by 110-foot-wide lock at the Soo Locks Complex capable of accommodating modern lake freighters.

PHASE 2 SUCCESSFULLY COMPLETED

Phase 2 included construction and rehabilitation of more than a mile of new approach walls in a newly deepened channel to reach depths of at least 30 feet. The upstream approach walls are a combination of 52 new circular sheet pile coffer cells and rehabilitation of existing steel sheet z-pile walls and soldier piles with concrete lagging, all of which are topped by reinforced concrete cap slabs.

This challenging phase of work was awarded the ENR Midwest Regional Best Project Award in the Water/Environment category.

The successful completion of Phase 2 sets the stage for the third phase: the New Lock at the Soo.



PHASE 3 WRAPPED UP ANOTHER SUCCESSFUL CONSTRUCTION SEASON

The new lock will be located in the footprint of the existing decommissioned Sabin Lock and is expected to be completed in 2030 by the tri-venture team of Kokosing Industrial, Alberici Constructors and Traylor Brothers (KAT).

During 2025, the project team nearly completed rock excavation and prepared 80% of monolith foundations. Monolith construction is now a major focus, with over 26 underway.

KOKOSING SELECTED TO PROVIDE CONSTRUCTION MANAGEMENT SERVICES

Kokosing Industrial was recently awarded a \$46.2 million wastewater treatment plant upgrade project by Mount Vernon, Ohio. As the selected Construction Manager at Risk (CMAR), Kokosing Industrial will lead construction efforts, and Arcadis will provide engineering expertise. Together, we are delivering a solution that meets stringent EPA phosphorus discharge requirements, modernizes aging infrastructure, and supports Mount Vernon's long-term growth and development. The project is designed to maintain uninterrupted plant operations throughout construction, ensuring reliability and continuity for the community.

Fun fact: Mount Vernon is located in Knox County, the same county as Kokosing's first projects and office.



VAST INFRASTRUCTURE UPGRADES FOR LONGTIME CLIENT

Great Lakes Water Authority (GLWA) provides the population of Michigan with nearly 40% of its water and nearly 30% of its wastewater services. Since 2019, Kokosing has been working with GLWA; our completed and current projects reaching a cumulative total over \$445M across 6 facilities. Our projects have included sedimentation basin improvements, pump house and valve replacements, structural repairs, pump station rehabilitation, aeration basin improvements, and much more.

NEW REVERSE OSMOSIS SYSTEM PROVIDING CLEAN WATER IN GROWING TOWN

The new North Water Plant (NWP) in Lancaster, Ohio is now operational! Kokosing crews recently completed construction of the 9.3 MGD firm capacity reverse osmosis treatment facility.



Work at the NWP complex included installation of three new production wells along with four new wellhouses; raw water pumps and piping, new gravity filter and RO buildings; chemical feed and water mixing systems, degasifiers, and a blended water mixing system; 1.2 MG two-celled clearwell and four high service pumping station; an administration building with laboratory, lockers/restrooms, conference and storage spaces; and a new meter shop and garage.



120,000 CY OF MATERIAL DREDGED FROM ELIZABETH RIVER

Crews finished the Southern Branch of the Elizabeth River Maintenance Dredging this Fall for USACE in Hampton Roads, VA. The project included mechanical dredging of approximately 120,000 cubic yards, transporting the material to the designated USACE disposal area at Craney Island and hydraulically unloading the material through 6,000 feet of pipe.



CABLE INSTALLATION PREPARATION

Kokosing had the opportunity to install HDPE approaches in Bayfield and Madeline Island, Wisconsin for a future power cable installation. Utilizing land based and marine equipment, each approach was completed in 3-4 days. The approximately 13,000 ft power cable will supply power from the mainland to Madeline Island, which is the largest of the Apostle Islands.



BENJAMIN HARRISON BRIDGE FENDER REPLACEMENT MAKES PROGRESS

In Hopewell, VA, crews are demolishing the existing fender system around the Benjamin Harris Bridge and replacing it with fiber reinforced polymer (FRP) piles and fendering. The new fender system enhances the bridge's protection from ship collisions.

A notable milestone was achieved over the summer over a 40-hour weekend shutdown, including demolition of 75 feet of existing timber fender, removal of 30 timber piles, installation of a template, and the installation of new 36-inch FRP piles. Thanks to our team members' hard work, the anticipated 72-hour weekend bridge and shipping channel closure ended 32 hours ahead of schedule!



CABLE INSTALLED IN LAKE ERIE

Crews completed the installation of a new 15kV cable from South Bass Island to Middle Bass Island in Lake Erie. The existing cable from the 1960's was removed before the new 3,800-foot-long cable was installed. The new cable parallels the current primary power cable that Kokosing installed in 2008. These two cables will now share the power demand to Middle Bass Island.



KOKOSING AMPS UP MISSION CRITICAL PROJECTS

In 2025, Kokosing delivered design-build, construction management at risk, and self-performed construction services for multiple data centers across our region. Our diverse capabilities—from preconstruction and construction management to civil/structural and electrical trades work—position us to support our valued clients in achieving successful outcomes.

MIAMI WATER TREATMENT PLANT GOES SOLAR

Kokosing Solar proudly serves as the EPC installer for Dayton's utility-scale solar array at the Miami Water Treatment Plant. This 25-acre, five-megawatt solar field repurposes a former Sherwin-Williams warehouse site—destroyed by fire in 1987—into a renewable energy source supplying over one-third of the plant's power. In partnership with IGS Energy and the City of Dayton, this project demonstrates how clean energy can transform underutilized land into a hub of sustainability and savings.



ELECTRIC VEHICLE BATTERY FACILITY CONSTRUCTION NEARLY COMPLETED

Battery production will soon be underway at the new electric vehicle battery facility. Construction of the 3-million-square-foot plant began in 2022, with substantial completion expected this spring. This project provided an ideal opportunity for the Kokosing group of companies to showcase its broad capabilities—delivering construction management, preconstruction, aggregates, asphalt, and self-performed services including mass grading, utilities, concrete, asphalt paving, mechanical, and electrical work.

SOLAR ARRAY COMPLETED AT DANBURY WASTEWATER RECLAMATION PLANT

Kokosing Solar proudly announces the completion of the Danbury Wastewater Reclamation Plant Solar Project. As the turnkey EPC provider, our team delivered a 2.6-acre ground-mounted solar array for the Ottawa County Board of Commissioners and Sanitary Engineering Department. Featuring Ohio-made panels from First Solar and OMCO racking built from 100% American galvanized steel, the system will generate 906 MWh annually—covering up to 95% of the plant's energy needs and saving customers an estimated \$1.9 million over 20 years. Funded through sewer reserves, the project is expected to recoup costs within 8–9 years and benefit from federal tax credits, reducing expenses by about 50%.

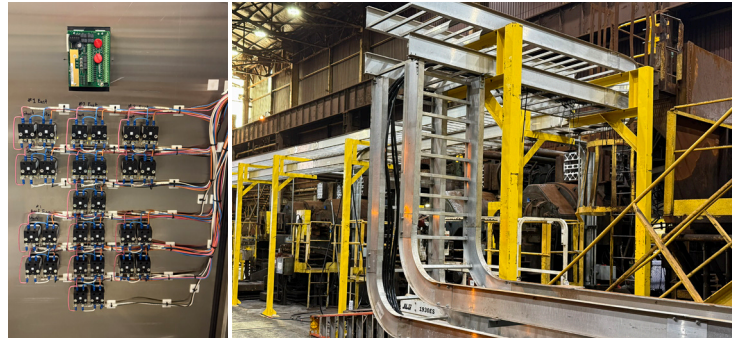


INDUSTRIAL MAINTENANCE

McGraw Kokosing delivers comprehensive industrial services, ensuring manufacturers maintain high uptime across diverse facilities. We continue to be a trusted partner for many long-term industrial clients offering multi-craft solutions for both scheduled work and emergency breakdowns around the clock. Our team's extensive experience and unwavering commitment to Safety First enable us to tackle complex challenges head-on, reducing downtime and supporting our clients' operational efficiency. Here are some of our key projects from 2025.

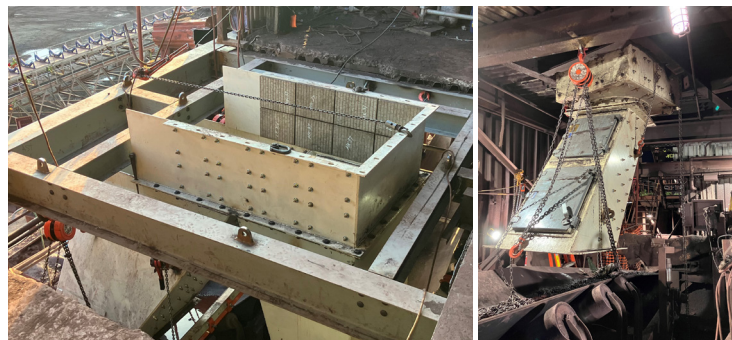
ELECTRIC VEHICLE BATTERY FACILITY MEP PACKAGES

Building on last year's progress, we are proud to announce the successful completion of our part of the Electric Vehicle Battery Facility project. Our MK team focused on finishing the main office, mixer area, and warehouse spaces, ensuring all MEP installations met the highest standards of quality and safety. This milestone marks the culmination of a collaborative effort that significantly advances our client's manufacturing capabilities.



BOILER HOUSE CONTROLS UPGRADE

In 2025, we upgraded the portions of a boiler house controls system. Our team installed new piping, instrumentation, and control systems, enhancing operational efficiency and safety. This upgrade is vital for optimizing the plant's energy use and ensuring reliable process control, supporting the client's continued growth and sustainability initiatives. This work will continue with upgrading the remaining controls system in 2026.



CONVEYOR & TRANSFER HOUSE CHUTES REPLACEMENT

Additional work completed during the 17 day outage was repair/replacement of conveyor sections and transfer house. The scope of work included belt removal/ replacement, conveyor truss demo/ installation, counterweight structure replacement and transfer house structural repairs and chute replacement.

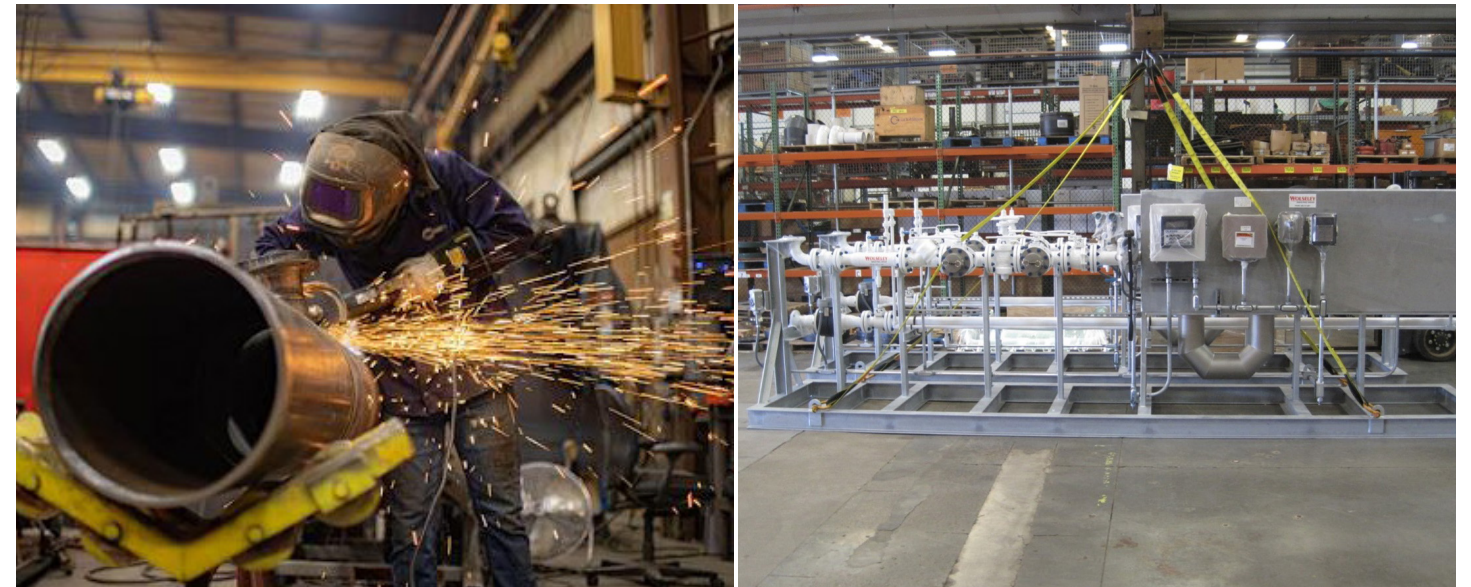


DORR THICKENER REBUILD

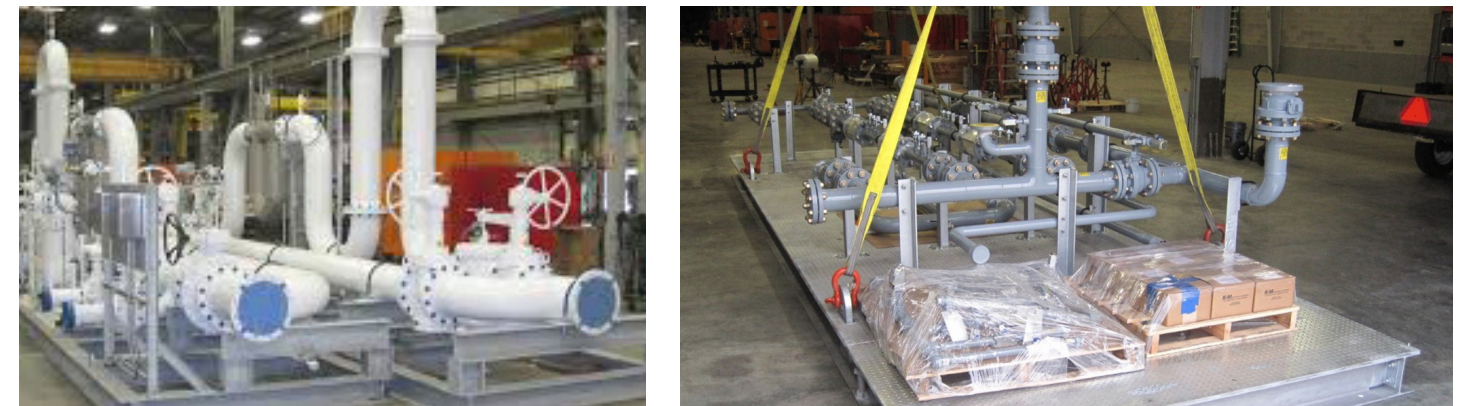
During a 17 day outage, MK was tasked with rebuilding a Dorr Thickener. This included removal and installation of all rake arms, center drive, center well scrapers, feed well, outer torque tube, inner pedestal and concrete. We also were responsible for replacing (47) weir plates at the overflow level. Many of the components that were replaced were from the original installation from the 1950's.

OFF-SITE MANUFACTURING

McGraw Kokosing's Off-Site Manufacturing team significantly broadened its capabilities in 2025. While pipe fabrication remains our core service, we've expanded into structural weldments and electrical fabrication, enhancing our ability to support a wider range of high-impact projects.



The electrical fabrication team has supported mega projects in Michigan and Ohio, and mission critical projects located in Ohio. Pipe and structural weldment fabrications have been created for steel plant outages and emergency work, while providing additional support efforts for a myriad of other projects.



INDUSTRIAL SERVICES

STEEL MILL UPGRADES UNDERWAY

Construction is underway on a Slag Granulation project at a steel mill in Cleveland, Ohio. Our scope includes heavy rigging, on-site heavy hauling, steel erection, and installation of equipment, vessels, stacks, and process piping. Work is being performed within an active portion of the facility, requiring some tasks during a plant shutdown and others around live operations. Limited space creates challenges for accessing work areas with heavy-lift cranes, demanding a highly phased approach. Construction is scheduled for completion this year.

HEAVY HIGHWAY

DOWNTOWN RAMP-UP (4R/6R & 4A)

The Downtown Ramp-Up projects in Columbus, Ohio aim to reduce congestion on I-70 and I-71 near the downtown core. The 4R/6R project, active since 2022 and set to finish in 2026, made major progress in 2025, including pouring over 18,000 cubic yards of concrete—12,500 of which was for superstructures—and opening three bridges to traffic. Additional scope involved demolition, substructure construction, drainage, utility upgrades, and street reconstruction in a dense, urban setting.

The 4A project, known as the “Big Build,” began in 2024 and will reconstruct I-70 from SR 315 to Grant Avenue, including 11 bridges and multiple retaining walls. Current efforts focus on eastbound I-70, with deck pours scheduled for the Scioto River bridge and girder erection over railroad tracks. Demolition of the High Street Bridge’s western half is also planned, with full project completion expected by June 2031.



MON-FAYETTE EXPRESSWAY

Over two seasons, Kokosing crews batched and placed more than 86,000 cubic yards of Long-Life Concrete Pavement and Cement Treated Permeable Base Course. A highlight of the project was the innovative use of the Gomaco GP4 Paver, which was reconfigured to pave both directions of the mainline’s inside shoulders, helping reduce schedule delays due to concrete curing. Although originally expected to extend into 2026, the team’s efficiency and dedication led to the early completion of the new mainline extension and ramp interchange.



OHIO TURNPIKE RESURFACING (ERIE AND SANDUSKY COUNTIES)

The Kokosing Construction Asphalt Paving group successfully completed two resurfacing projects on the Ohio Turnpike in 2025, allowing 140,000 vehicles that use the turnpike each day to cross the state safely.

Crews worked day and night to repair the drainage system, median barrier wall, bridge decks, and asphalt pavement with limited impact to traffic. On these two projects, paving crews placed nearly 70,000 tons of asphalt, which was supplied by Kokosing Materials, with many of the aggregates originating from the Olen Corporation and Area Aggregates. These projects are great examples of vertical integration that is available to benefit the clients of the Kokosing group of companies.



ARLINGTON NATIONAL CEMETERY DEFENSE ACCESS ROADS

The Arlington National Cemetery (ANC) Defense Access Roads (DAR) project, which began in November 2021, is the first phase of a three-part expansion aimed at adding 80,000 burial plots to the southern side of the cemetery, extending its service for decades.

The project encompasses extensive work across utilities, structures, and roadways. Kokosing has achieved key milestones, including the turnover of the South Parcel in spring 2023 and the incentivized West Parcel in spring 2025. Both parcels involved major efforts such as constructing large retaining walls, relocating and installing utilities—including waterlines, duct banks, storm and sanitary systems—and moving over 500,000 cubic yards of earth.

The remaining work focuses on transforming the Columbia Pike/Washington Boulevard interchange from a cloverleaf to a tight diamond configuration. The project is entering its final maintenance of traffic (MOT) phase, with ongoing activities including the installation of two retaining walls, roadway paving, and the connection of new sewer and waterlines to existing infrastructure.

JEFFERSON ROAD IMPROVEMENTS

This project widened/improved Jefferson Road (WV 601), a major connector road between communities and businesses west and southwest of South Charleston, West Virginia from two to five lanes for 1.7 miles from US 119 (Corridor G) to US 60. It includes a new 770-ft. overpass bridge that spans Pennsylvania Avenue, CSX railroad, Davis Creek, and Kanawha Turnpike, adds a shared-use path, installs a new curb and gutter with a closed drainage system, improves traffic control, and installs new water and sanitary facilities within the corridor to improve safety, reduce congestion, and enhance economic development opportunities.





MEIGS / ATHENS US33

In spring 2025, Kokosing was awarded all four contracts for the US33 four-lane expansion in Athens and Meigs Counties, which were consolidated into two projects—one covering the northern sections in Athens County and the other the southern sections in Meigs County.

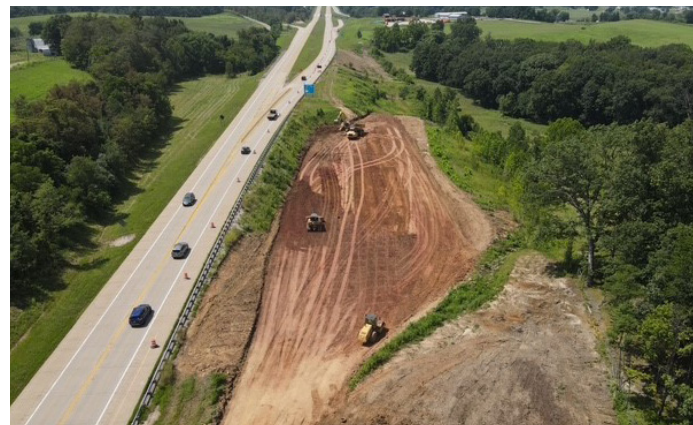
Work began in Meigs County in June 2025 and includes three million cubic yards of excavation, 14 miles of new westbound alignment, reconstruction of eight intersections, one drilled shaft wall, and three new mainline bridges. In Athens County, construction began in fall 2025 and will involve four million cubic yards of excavation, 10 miles of new eastbound alignment, reconstruction of four intersections, three mainline bridges, and three overpass bridges. Both new alignments are scheduled to open to traffic by the end of 2027, with final resurfacing and grading work to be completed by the end of 2028.

ROUTE 58 - LOVER'S LEAP

In Southwest Virginia, Kokosing was a major subcontractor in widening 7.4 miles of Route 58 in Stuart, VA—one of the region's largest infrastructure undertakings. This \$300 million Virginia Department of Transportation project is transforming a narrow two-lane road into a safer four-lane corridor along a critical east-west route connecting Virginia Beach to the Virginia-Tennessee border.

Kokosing mobilized in late 2022 and completed its portion of the work in summer 2025. Crews moved over 3.4 million cubic yards of earth and blasted nearly 2 million cubic yards of rock using some of the company's largest equipment, including a double-shifted PC2000 excavator and six 100-ton rock trucks.

A standout achievement was the installation of more than 2,000 linear feet of 72-inch concrete pipe in a double-barrel culvert configuration along a steep 14% slope, with each 8-foot section weighing nearly 40,000 pounds. The project highlights Kokosing's expertise in overcoming challenging terrain through teamwork, innovation, and heavy equipment capabilities.



I-81

Kokosing is currently adding a third lane in both northbound and southbound directions on I-81 between exits 222 and 226 in Staunton, VA. The project involves widening five bridges, moving approximately 200,000 cubic yards of earth, installing drainage systems, and managing complex maintenance of traffic (MOT) operations—all while integrating a local labor force new to Kokosing's culture.

Phase 1 has progressed well, and the team is targeting a transition to Phase 2 in early 2026. Key milestones include opening the northbound three-lane section to traffic by fall 2026 and the southbound section by spring 2027.



HOME ROAD WATER PLANT

The City of Columbus, OH is preparing to build its fourth water plant, with the current contract focused on site preparation and infrastructure development. Key components include rock excavation and a electrical substation, along with unit price items for managing karst conditions. The excavation involves approximately 300,000 cubic yards of dirt and 400,000 cubic yards of rock, with controlled blasting techniques used to remove the rock. Some excavated materials will be reused onsite for final grading and haul road construction, while the rest is being transported off-site. The project also includes widening Dublin Road to add a turn lane for future plant access and construction of a new 138kV to 12.47kV electrical substation.



CORRIDOR H PROJECTS 1 AND 2

Work is near completion on two major Corridor H projects near Elkins, West Virginia, aimed at connecting four key highways—Interstates 81, 66, 79, and US 50—to improve access for West Virginia manufacturers to the Virginia Inland Port. The first project in the 2025 construction season focused on completing substructure work and installing structural steel for the largest bridge, which spans 1,200 feet and rises over 200 feet tall. This complex effort also included five major bridges, more than 12 million cubic yards of excavation, and over 43,000 linear feet of drainage pipe.

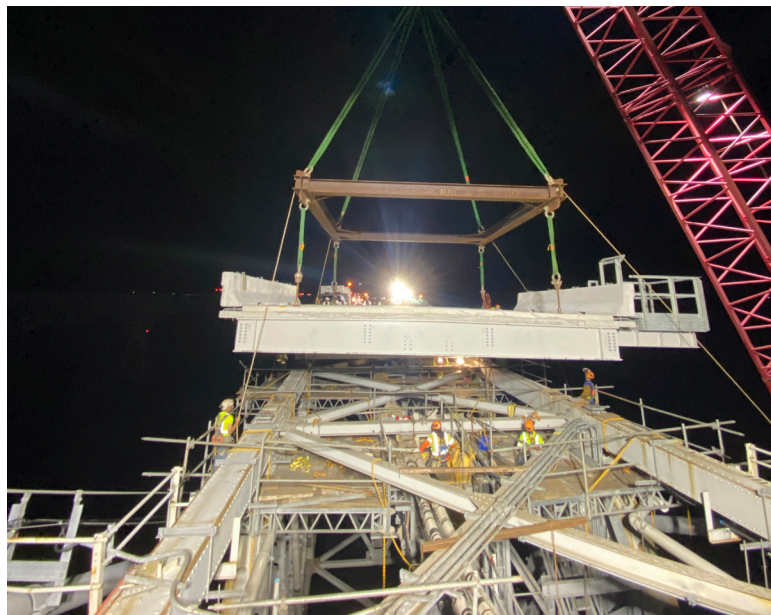
Kokosing completed the second Corridor H project in 2025, which involved over 10 million cubic yards of excavation and 22,000 linear feet of drainage pipe. The two major bridges on this segment required more than 8 million pounds of structural steel, 14,000 cubic yards of concrete, and 3 million pounds of rebar.



16 TECH

The 16 Tech Bridge and Roadway project is complete. The project scope included the construction of a new signature bridge as well as an accompanying new roadway that runs through the center of the 16 Tech District in downtown Indianapolis. This new signature bridge has a unique design that implements the same structural concepts as a standard suspension bridge, but instead of using cables the bridge utilizes a collection of structural steel waves to support the structure.

The bridge, which is already an aesthetic structure, has been out-fitted with a variety of ornamental features including: a buff-wash finish on the bridge deck sidewalks, stainless steel cable rails, and a collection of LED lights that highlight the bridges unique structural features at night.



BAY BRIDGE

Kokosing Construction is in a joint venture (JV) partnership with McLean Contracting to work on the Chesapeake Bay Bridge in Annapolis, MD. The project began with replacing roadway deck sections and strengthening of the steel truss of the eastbound bridge, east of the main span on the 4.3 mile bridge. This work is nearing completion with all the deck sections installed and steel work completed.

In summer 2025, the JV and the Maryland Transportation Authority agreed to extend the scope of the project to include steel truss strengthening on the west side of the main span and to replace the barrier in the main span. This project is now anticipated to be complete in 2027.



WALLOP'S ISLAND CAUSEWAY BRIDGE

Kokosing Construction is leading the replacement of the Wallops Island Causeway Bridge over Cat Creek at NASA's Wallops Flight Facility in Accomack County, Virginia. This bridge, which provides the only vehicular access to the facility, will be replaced with a new 1,590-foot-long concrete structure built on new foundations north of the existing bridge. To minimize environmental impact, the bridge is being constructed using a top-down method and will be built from two separate headings to maintain schedule.

Located in a floodplain affected by tidal and storm surges, the project presents unique challenges. Since mobilizing in early spring 2025, Kokosing has completed initial embankment and grading work, installed 20-inch concrete piles at the new abutments and first piers, and placed concrete at all four locations. Temporary crane beams have been fabricated and delivered and will be installed between the abutments and piers. Once in place, two Liebherr LR1300 cranes will begin building outward toward the center span over the next two years.



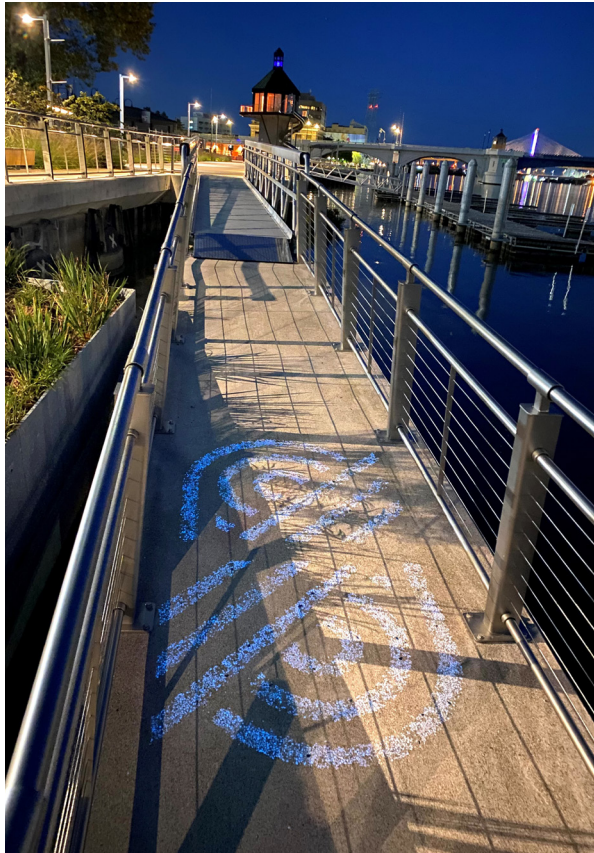
CANOE CREEK

In 2023, Kokosing Construction Company was awarded the Canoe Creek project on I-80 in Clarion County, Pennsylvania, as a dedicated subcontractor. This project is part of PennDOT's \$1.6 billion Major Bridge P3 Project, a Design-Build-Finance-Maintain (DBFM) Public-Private Partnership involving six major bridge replacements across the state. Bridging Pennsylvania Constructors (BPC) hired KCC as the subcontractor responsible for the entire Canoe Creek project.

Kokosing's scope includes removing and replacing both eastbound and westbound structures over Canoe Creek and Tippecanoe Road, installing new full-depth concrete pavement, improving drainage, and resurfacing adjacent areas. Major construction began in early 2024, and the project is nearing a key milestone: completion of the new eastbound structure and transition to Phase 2.



ADDITIONAL KCC PROJECTS



GLASS CITY RIVERWALK

Since 2021, Kokosing Construction has served as the Construction Manager At-Risk for the Toledo Metroparks – Glass City Riverwalk project.

In addition to traditional heavy highway operations (i.e., mass excavation, underground utilities, sheet piling and bridge structures) this project features many unique park elements such as pedestrian boardwalks, transient docks, glass-embedded concrete pavement and custom playground equipment.

After an accelerated design phase, construction began in late 2022 and is scheduled to complete this summer with the grand opening of the park scheduled for Memorial Day 2026.

This high-profile project in downtown Toledo has enabled our team to truly think and work outside the box in order to deliver a final product that meets both the functional and aesthetic objectives of the Owner.



US 40 BRIDGE

Spanning Conococheague Creek in Hagerstown, Maryland, the US40 Arch Bridge is a historic structure that was originally built in 1938. Nearly 90 years later, Kokosing Construction is leading a carefully planned transformation to preserve its legacy while ensuring long-term structural integrity.

The project involves full demolition and replacement of the bridge's superstructure, while the original concrete arches and piers—key elements of its historic design—are being meticulously repaired and preserved. To maintain the bridge's iconic appearance, the new deck and supporting columns are being constructed to reflect the original architecture, blending modern engineering with historic aesthetics. This approach allows the bridge to continue serving as both a vital transportation link and a visual landmark, meeting contemporary safety standards while honoring its past.



WOOD COUNTY ROUNDABOUT

Kokosing was selected by the Ohio Department of Transportation (ODOT) to complete this single-lane roundabout project at the intersection of US 23 and SR 105 in Wood County and Sandusky County, in Northwest Ohio utilizing the Progressive Design Build (PDB) contract delivery method. The roundabout was a digital delivery pilot project for ODOT; the first of its kind within ODOT to be fully designed and constructed using only Building Information Modeling (BIM) technology. Construction was completed in fall 2025.



PIPELINE SERVICES

Integrity Kokosing Pipeline Services offers a full range of pipeline construction services, including installation and maintenance of pipeline systems, water resources, integrity management, and facility work. Here are a few of our favorite projects from 2025.



STEEL MITIGATION AHEAD OF COAL MINING OPERATIONS

This project involves steel mitigation on a gas pipeline in preparation for longwall coal mining operations beneath Harrison Mine Panel 7N8W in West Virginia. The scope of work includes pipeline excavation to one foot below the pipe, temporary weld protection, coating repairs, hot wax/rock shield application, and final restoration of the right-of-way. Approximately 2,084 feet of 24-inch vintage 1969 X65 steel pipeline has been exposed for monitoring during subsidence. Once the mining activity has been concluded, the pipeline will be inspected, repaired, recoated, and backfilled.



20-INCH STEEL AND 18-INCH POLY PIPELINE INSTALLATION

The IKPS team completed the installation, cleaning, testing, and drying of approximately 6,200 linear feet of 20-inch X-65 FBE/ARO-coated steel pipeline and 8,000 linear feet of 18-inch DR-7 polyethylene waterline in West Virginia. The work included two water pigging traps and the installation of a 20-inch ANSI 600 temporary trap at a well pad. Crews also performed fabrication and removal of an existing temporary trap at another pad, along with the tie-in and bypass piping required for future operations. The project involved installing heavy-wall ARO sections across bores, roads, streams, wetlands, and valve assemblies, while managing all clearing and brushing in accordance with land requirements. IKPS also maintained and removed BMPs following final site stabilization and completed painting of all above-ground piping.



MULTI-LINE PIPELINE PROJECT

The IKPS team completed two significant pipeline installation projects, totaling over 24,000 linear feet of new infrastructure in West Virginia. The work included installation, cleaning, testing, and drying of both 20-inch X-52/X-65 FBE/ARO-coated steel and 18-inch DR-7 polyethylene pipelines. Crews also installed multiple launchers, receivers, and valve assemblies, navigating a variety of road, stream, and wetland crossings throughout the work area. A key milestone included the fabrication and installation of a temporary trap at a Lateral tie-in, which will later be relocated to the another well pad to support future tie-in activities.



ASPHALT PRODUCTION

Kokosing Materials, Inc. (KMI) is one of the largest asphalt producers in Ohio. Throughout the state we have 19 asphalt manufacturing plants and two asphalt terminals. KMI produces asphalt in accordance with ODOT, FHWA, FAA, Ohio Turnpike, and various cities, counties, and local municipalities. KMI also has an AASHTO resource accredited Asphalt Binder and Asphalt Mixture testing laboratory.



GARFIELD HEIGHTS

The Garfield Heights plant replaced two 20,000 gallon horizontal tanks and one 30,000 gallon split tank with four 35,000 gallon fully automated vertical AC tanks with a new 2 million BTU heater.



MANSFIELD TANK EXPANSION

A new tank was constructed at the terminal. This tank has two side mount mixers. It will hold 1,300 tons of liquid and will blend and store polymer modified liquids.



COLUMBIA STATION

The Columbia Station plant installed a new 75,000 CFM baghouse which replaced a 30+ year old 54,000 CFM baghouse.



UPPER SANDUSKY

The Upper Sandusky plant installed a new 30' motor control center with switchgear and new plant controls with a complete electrical upgrade.

2025 PAVING PROJECTS

- I-71 Medina- 58,000 tons
- SR 322 Ashtabula- 32,000 tons
- Ohio Turnpike Sandusky/Woodville- 33,000 tons
- Amazon Tallmadge- 13,000 tons

ADDITIONS FOR 2026

- New 1,300 ton polymer storage tank
- Three 200-ton silos - Columbia Station
- Additional silo/scale - Sheffield
- Automated tank farms - Cleveland, Sheffield, Tallmadge

TECHNOLOGY UPDATES

KMI continues to look for the latest technology available. We are currently using AI technology in our Morning Action Plan (MAP) meetings.

Coming soon:

- Timecard reporting in real time.
- Self service AC loading at the terminals.

AGGREGATES

The Olen Corporation and Area Aggregates, one of the largest construction materials producers in the Midwest, provides high quality sand, gravel and limestone to projects, businesses and homeowners in and around Ohio. Setting the industry standard in quality and service. Olen and Area mine and process construction materials from natural sand, gravel and limestone deposits and is an ODOT 1069 prequalified aggregates supplier.

SAFETY MILESTONES

- » **Wooster Plant- 15 years without a recordable incident**
- » **Collinwood Distribution Yard- 11 years without a recordable incident**
- » **Woodville Plant- 7 years without a recordable incident.**

LASTRADA IMPROVES OPERATIONS

In August 2025 Olen commenced implementation of a Laboratory Information Management System (LIMS) with Lastrada, a cloud-based software solution for aggregate material testing. LASTRADA LIMS benefits include streamlined workflows for testing and production, improved quality control through trend analysis and compliance. Implementation of the LIMS will assist with equipment management and sampling while supporting compliance with industry specific standards in aggregates, ultimately improving efficiency and reliability in the management of our aggregate plants and materials.



AREA AGGREGATES

Area Aggregates replaced 39 aging new open-top hopper railcars built by American Freight Car, which is a huge step forward in utilizing valuable technology, reducing intensive labor requirements, and increasing unloading efficiency.

The railcar fleet is used for shipping limestone from the Woodville location to the Area Aggregates Collinwood distribution yard on the northeast side of Cleveland.

ASSET WATCH INCREASES PREDICTIVE MAINTENANCE

Olen and Area implemented a demonstration program using Asset Watch in 2025. Asset Watch is an advanced AI driven predictive maintenance platform that is an end-to-end conditioned monitoring system. A combined view of vibration, temperature and oil analysis is designed to improve team member safety, operational efficiency and decrease downtime. Selectively placed sensors monitor the combined view for specific high priority assets and will eliminate the need for individualized testing for each machine that previously was performed independently creating a safer environment for maintenance team members, and a time saving and more wholistic view of asset health.

EQUIPMENT

Kokosing's Equipment Team continues to demonstrate our commitment to maintaining an innovative and reliable fleet of tools and equipment to keep our projects running smoothly. Our investment in a diverse fleet ranging from proven small tools to state-of-the-art-hybrid heavy equipment, allows our clients to benefit from lower equipment costs, increased resource agility, and greater schedule control. Driven by the vision instilled by our founder, we remained committed throughout 2025 to reinvesting in our fleet. These ongoing investments strengthen our ability to integrate new technologies, enhance safety performance, and ensure our resources remain as advanced and adaptable as the work we do. This year brought exciting innovations, key upgrades, and strategic additions that position us for continued success in the years ahead.



CENTENNIAL DOZER CELEBRATION

Kokosing celebrated its new limited-edition Centennial CAT D6XE this year. The dozer is painted in Caterpillar's "Centennial Gray" to pay homage to its original color and early beginnings.

WIRTGEN 280 SURFACE MINING MACHINE

In September, Support Operations transported the Wirtgen 280 SMi Surface Miner from the New Lock at the Soo mega project in Sault St. Marie, MI to the Home Road WTP Site Preparation Project in Columbus, Ohio.

The transport of the 280 included 5 tractors and special permitting. Reassembly of the machine was completed in an unprecedented 2 days. The production goal of this machine is to mill 1,000 tons of limestone daily.



CURRENT FLEET

1,600 Pieces of Major Equipment

1,500 Licensed Vehicles

23,000 Pieces of Midsize Equipment

CURRENT FLEET ADDITIONS THIS YEAR

156 Pieces of Major Equipment

124 Vehicles

1,344 Pieces of Midsize Equipment

TEAM MEMBERS

Kokosing's corporate accomplishments are only possible through the dedication, hard work, and expertise of our team members. It is a large focus area of our internal operations to support our team members in their personal and professional development. Here are highlights of just a few of the events held in 2025 that celebrated and empowered our team members to achieve growth.

ACCELERATED DEVELOPMENT PROGRAM

Kokosing's Accelerated Development Program (ADP) is a program that supports team members' understanding of the breadth of Kokosing, provides business education, and builds connection among the participants.

During a two-day event over the summer, our current ADP class learned about each Kokosing company from senior-level leaders and toured a co-located Olen plant and KMI plant. From there, team members toured Kokosing Construction Company's Downtown Ramp Up 4R/6R/6A project as well as Kokosing Industrial's Home Road Water Treatment Plant site preparation project.



OWL AWARDS

Operate With Leadership (OWL) is a Kokosing program that is custom designed to develop and strengthen team members. Based on six disciplines of leadership and an understanding of owning your 20 square feet, the foundation of trust is established which allows our teams to achieve desired results. Annually, team members can nominate a fellow team member for an OWL award to recognize those who are dedicated to creating a work environment that engages hearts and minds, focuses effort and energy, and enables excellence. Congratulations to our 2025 OWL Award winners!

COLLEGIATE AND EARLY CAREER ENGAGEMENT

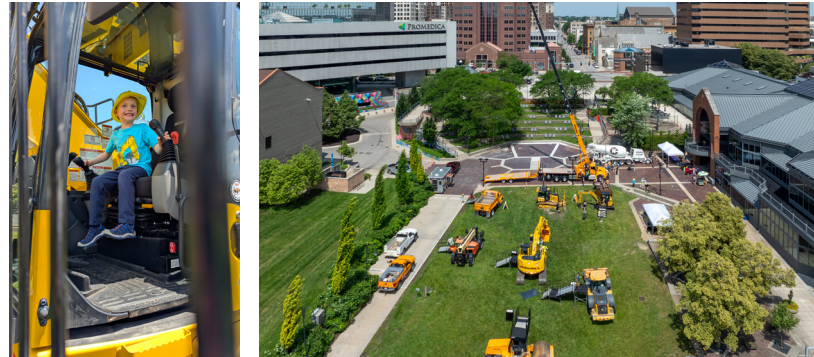
Cultivating the upcoming generation of workforce into the construction industry is of paramount importance. Engaging interns and co-ops early on in their careers is a priority; and improving our development programs for those team members is continuous. During 2025, Kokosing welcomed a record number of young people across our projects and offices.

Pictured: Midwest Co-op Capstone Project Building Wall Sections for Help Build Hope and Habitat for Humanity.



COMMUNITY GIVING

We invest our time and financial resources in the communities where we live and work. We strive to be socially and environmentally responsible and make a meaningful impact. This year we were privileged to take part in a variety of activities spanning health care initiatives, education of middle schoolers up through college students and supporting local food banks as selected by our project teams and offices. By the end of 2025, Kokosing gave over \$4,000,000.



IMAGINATION STATION'S BIG MACHINES

The Imagination Station's Big Machines exhibition was a two-day event that featured nine construction machines. All the equipment but one was provided by Kokosing. One of the hands-on projects that the children participated in was the creation of concrete stepping stones. One goal of this event was to show visitors and kids careers that are possible within the construction industry.

2025 UNITED WAY CAMPAIGN

Founder Bill Burgett believed in helping others in need and began supporting the United Way in the 1950s. In 1973, he started the Annual Kokosing United Way Campaign, and the company has been matching every team member's donation to their local United Way ever since. This year is our 52nd United Way campaign. This organization helps people in our working regions keep food on the table, find stable employment, succeed in school and more.

MAKE A WISH

Make-A-Wish is the largest wish granting organization in the world. They grant wishes to children who are diagnosed with a critical illness. Kokosing partnered with MAW to grant 10 wishes in 8 different states.

HABITAT FOR HUMANITY

Kokosing donated to the unfinished community space in the new Mount Vernon location. This space will allow Habitat to offer learning opportunities not only to families in their programs but the community at large, including students from the local Career Center. The other small section will be a shared office space for small nonprofits looking to grow and expand.

2025 ANNUAL CHILDREN'S HOSPITAL CAMPAIGN

Every spring, Kokosing holds a campaign to raise money for Children's Hospitals where our team members live and work. Kokosing donated to 21 hospitals in 10 states.

WALK RUN RIDE

Kokosing encourages our team members to participate in charities that they support. Team members who Walk, Run, Ride a bike or otherwise participate in a qualified event will receive \$200 for their charity. Kokosing will contribute to events that benefit 501(c) charities that fight debilitating diseases, support the community, and national charitable organizations. This is the 15th year for this campaign.



VOLUNTEER PAID TIME OFF PROGRAM

The United Way Day of Caring took place on September 12, 2025. A group of team members volunteered their time to assemble 62 bikes and two bike racks for the "All Kids Bike" program, which provides bikes to kindergarten and first grade students.



KOMEN RACE FOR THE CURE

The annual Komen Race for the Cure event was held on May 17, 2025, in Columbus, OH. This was Kokosing's fifth year participating. Team Kokosing came in first as the Top Company and 3rd Top Team in fundraising. Thank you to everyone who gave to this important cause. Kokosing also served as an event sponsor.



TECH AND CAREER CENTERS

Partnering with local career centers, Kokosing invested in the future of America's workforce. Kokosing made special deliveries including some new tools and safety supplies for their programs. We are happy to help support this next generation.

2025 ANNUAL FOOD DRIVE

Our Annual Food Drive is another way Kokosing participates in our communities. This year, we collected nonperishable food items and matched team member donations for 34 food banks selected by 38 project teams.

YOUTH GIVING CAMPAIGN

Kokosing loves to support organizations that are important to our team members. One way we do this is by asking team members to submit local youth team/groups that they are connected to by a child or grandchild. Kokosing gave to over 130 different youth organizations such as 4-H Clubs, sports teams and Boy/Girl Scout Troops.



FRANKLINTON RISING

The mission of this group is to help reduce economic, spiritual, and mental poverty in inner city neighborhoods in Columbus. Their program teaches, trains, and mentors disadvantaged young adults age 17 to 24. Kokosing continues to invest in the future of our community and build a stronger workforce.

S.T.E.M. GIVING CAMPAIGN

Kokosing truly believes that these types of programs enrich a child's learning experience and can help lead them to a career based on science, math, technology, or engineering so we offer the S.T.E.M. Giving Campaign. Team members can request support for STEM programs at local schools where their child(ren) and grandchildren attend or spouses work.



Pictured: Support operations and office team members | Fredericktown, Ohio

kokosing

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CONSTRUCTION COMPANY, INC.

kokosing 
INDUSTRIAL

JMK
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 **integrity**
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THE OLEN
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 **KMI**
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MATERIALS, INC.