ZACHRY HOLDINGS, INC.
P.O. Box 240130
San Antonio, Texas 78224

January 24, 2025

RE: Zachry Holdings, Inc. *et al.*,
Chapter 11 Case No. 24-90377 (MI) (Jointly Administered)

TO ALL HOLDERS OF CLAIMS ENTITLED TO VOTE ON THE PLAN:

Zachry Holdings, Inc. and its affiliated debtors and debtors in possession (collectively, the "**Debtors**")[1] each filed a voluntary petition for relief under chapter 11 of title 11 of the United States Code (the "**Bankruptcy Code**") in the United States Bankruptcy Court for the Southern District of Texas (the "**Court**") on May 21, 2024.

You have received this letter and the enclosed materials (this "**Solicitation Package**") because you are entitled to vote on the *Modified First Amended Joint Chapter 11 Plan of Reorganization of Zachry Holdings, Inc. and its Debtor Affiliates* (as modified, amended, or supplemented from time to time, the "**Plan**"). On January 24, 2025, the Court entered an order (the "**Disclosure Statement Order**") that, among other things: (a) conditionally approved the *Disclosure Statement for the Modified First Amended Joint Chapter 11 Plan of Reorganization of Zachry Holdings, Inc. and its Debtor Affiliates* (the "**Disclosure Statement**")[2] as containing "adequate information" pursuant to section 1125 of the Bankruptcy Code, and (b) authorizing the Debtors to solicit acceptances of the Plan.

In addition to this cover letter, your Solicitation Package includes:

a) The Disclosure Statement approved by the Court (and its exhibits, including the Plan);

b) A Ballot, together with detailed voting instructions and a return envelope;

c) The Disclosure Statement Order (excluding its exhibits); and

d) The Combined Hearing Notice, noting the date and time for the Combined Hearing at which the Court will consider final approval of the Disclosure Statement and confirmation of the Plan.

You should review these materials carefully and discuss them with your attorney. If you do not have an attorney, you may wish to consult one.

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[1] The last four digits of Zachry Holdings, Inc.'s tax identification number are 6814. A complete list of each of the Debtors in these chapter 11 cases and the last four digits of their federal tax identification numbers may be obtained on the website of the Debtors' claims and noticing agent at www.veritaglobal.net/ZHI. The location of the Debtors' service address in these chapter 11 cases is: P.O. Box 240130, San Antonio, Texas 78224.

[2] Capitalized terms not otherwise defined herein have the same meanings as set forth in the Plan or the Disclosure Statement, as applicable.

The Debtors believe that the acceptance of the Plan is in the best interests of their estates, Holders of Claims, and all other parties in interest. Moreover, the Debtors believe that any alternative other than confirmation of the Plan could result in extensive delays and increased administrative expenses, which, in turn, could result in smaller distributions or recoveries on account of Allowed Claims asserted in the Debtors' Chapter 11 Cases.

THE DEBTORS STRONGLY URGE YOU TO PROPERLY AND TIMELY SUBMIT YOUR BALLOT CASTING A VOTE TO ACCEPT THE PLAN.

THE VOTING DEADLINE IS FEBRUARY 20, 2025 AT 4:00 P.M., PREVAILING CENTRAL TIME.

If you should have any questions about your Ballot or the procedures for voting, please contact the Claims and Noticing Agent by: (a) calling the hotline at (866) 479-8211 (US and Canada) or +1 (781) 575-2037 (International), or (b) submitting the inquiry form at www.veritaglobal.net/zhi/inquiry. Copies of filings as well other information regarding these Chapter 11 Cases may be obtained at the Debtors' website at www.veritaglobal.net/ZHI.

The Claims and Noticing Agent cannot answer legal questions regarding the Plan. For legal assistance (including regarding the Plan or the Plan's Third-Party Release), please consult your own legal counsel.

Sincerely,

/s/ Mohsin Y. Meghji
Mohsin Y. Meghji
Chief Restructuring Officer
Zachry Holdings, Inc.