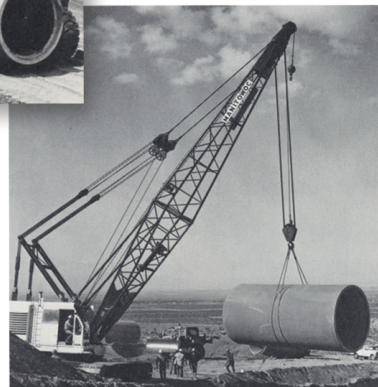




BERTH 100 PORT OF LOS ANGELES



Workers create an opening for a vertical pipe, typically leading to a manhole for accessibility at street level. ➤





Underground

There is more than meets the eye for many of the streets and roads we travel on any given day. What we don't see is the massive network of sewers, storm drains, water lines, and other utilities buried beneath the familiar routes of our neighborhoods. Constructing these underground networks requires both caution and Sully-Miller's expertise.

Sully-Miller versatility shows up strongly in our underground operations. We maintain the skills and equipment needed to handle everything from small street utility hook-ups and local watermain installations, to large-capacity mains, to large poured in place box culverts.

In the mid 1970's when California was converting irrigation water to domestic supply, Sully-Miller completed large scale pipe projects in the Coachella Valley, Cucamonga, Santa Ana Valley. At the time, this fast-growing business provided the opportunity to lay many miles of big-capacity pipe on an annual basis. Project work for the California Water Resources Department included the installation of 120-inch concrete pipe that was delivered in 20-foot, 48-ton sections.

More recent projects include storm sewer installations at the Port of Los Angeles at Berth 100, where the installations were below sea level and had to be completed by timing the tides. This type of work illustrates the capability of the Sully-Miller Team, which relishes the challenge and drives solutions through teamwork and determination.

Today, the underground division provides support on roadway projects that include watermain upgrades, service connections and storm sewer installations, and works independently on underground projects directly for Water Districts and Housing Tract Developers.

“We have to make sure everyone goes home at the end of the day. There's no 'oops' in this work.”

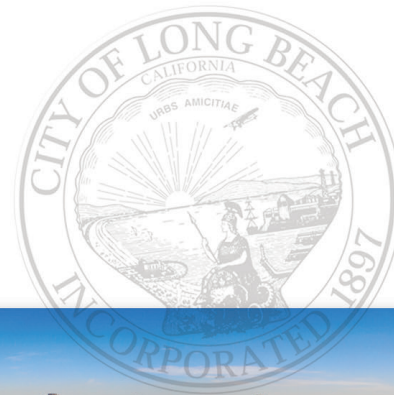


AIRPORT OVERVIEW

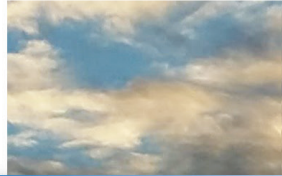
Airports are a key part of the infrastructure of our lives. They transport passengers and cargo 24 hours a day, locally and globally, to multiple locations on varying schedules. With work on active airports Safety is always the #1 priority.

That's why Sully-Miller is dedicated to completing airport-related projects with minimal intrusion on their daily operations. Our teams work independently or alongside industry contractors and engineering firms to deliver a wide range of projects, from full reconstruction and major expansion projects to minor maintenance works.

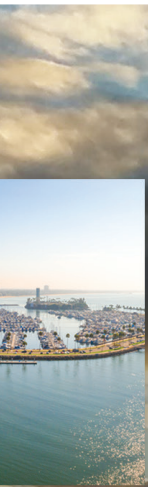
Our teams have worked on airports throughout Southern California including LAX, Burbank, John Wayne, Long Beach, Van Nuys, Oxnard, Ontario, Compton, Whiteman, and Brackett Field. In the last 15-years, we have completed over 40 projects successfully.



“We conduct all operations in a safe and efficient manner to avoid any disruptions to airport operations or their tenants.”



LOS ANGELES
LONG BEACH
SANTA ANA
ORANGE COUNTY
JOHN WAYNE AIRPORT

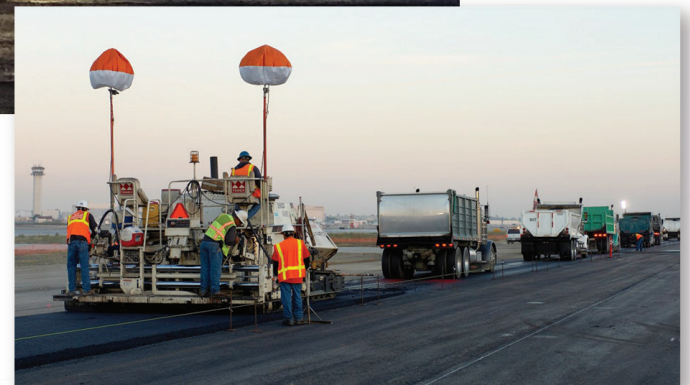


Long Beach Airport

The City of Long Beach

The Long Beach Airport is an active commercial / industrial airport, supporting several commercial airlines and in the past the Boeing Company's C-17 manufacturing program. One of our past projects replaced the pavement section of Taxiways C and L, two primary taxiways for commercial air traffic; one of which diagonally crossed Runway 25L, an active general aviation runway for small planes.

The project involved removing existing pavement and replacing it with five-inch-thick P401 asphalt pavement, nine-inch P209R recycled aggregate base, and 18 inches of cement-treated subgrade. During the construction of the project, the airport authority decided to change Taxiway C from asphalt to concrete pavement.



The Long Beach Airport Diagonal Taxiway project finished ahead of schedule through a partnering process that encouraged re-phasing to reduce construction activities during the airport's daily operations.

FROM: San Francisco, CA (SFO)
TO: New York, NY (JFK)

BOARDING TIME: 09:30

Maria Smith
FROM: San Francisco, CA (SFO)
TO: New York, NY (JFK)

GATE: 7
BOARDING TIME: 09:30





Los Angeles International Airport

The City of Los Angeles

Sully-Miller has been building projects at the LAX International Airport for many many decades. Projects include historical ties to the asphalt paving at the Theme Building, the distinctive white building resembling a flying saucer that has landed on its four legs, in the 1960's.

In 2012, Apron reconstruction at Terminal 3, built in the 1960's involved removing broken concrete and replacing the concrete slabs. Antiquated, non-conforming fuel lines were excavated, repaired or replaced, and relocated. Sully-Miller completed the work in five and a half months – just before Thanksgiving – ensuring that the airport had full use of its facilities for the busy holiday season.

Also in 2012, the main centerline of taxiway D-10, a small taxiway between Terminal 3 and Tom Bradley International Terminal was replaced. Increasing taxiway traffic combined with aged and under-designed pavement





caused rutting, cracking, and other distress. The work required shutting down Terminal 3 and part of the Tom Bradley Terminal. Sully-Miller reconstructed the taxiway and finished the project in half the time; two weeks earlier than the four weeks allocated.

More recent projects include the extension of Taxiway P completed in 2021 which at \$85 million was the largest project completed at LAX by Sully-Miller. The project provided 290 calendar days for construction and included 37,000 Cubic Yards of Portland Cement Concrete Pavement, 25,000 Cubic Yards of Lean Concrete Base, 25,000 Tons of P401 Hot Mix Asphalt, 65,000 Tons of Aggregate Base, and 90,000 Cubic Yards of removals and excavation. The project team worked





closely with the LAX operations and construction teams to complete the project on-time and within budget.

In 2021 Sully-Miller was awarded the contract for the repair of Runway 25L. This \$17.5 million project required removing and replacing the keel section of the runway including all of the lighting associated and the replacement of the bridge approach slabs in only two months. Sully-Miller completed this project under budget and returned this critical runway back into operation ahead of schedule.

Currently, Sully-Miller is back at LAX constructing the extension to Taxiway D. This \$85 million, 16-month long project was awarded in 2022. It involves removing existing pavement and constructing a

19-inch thick PCC Pavement on a 12-inch section of LCB, over a 12-inch section of recycled aggregates.

With the ongoing expansion and development at LAX, we anticipate many more successful construction projects and continuing to provide best-in-class contracting services to a valued client.





WHAT THEY SAID

"Sully-Miller performed high quality work under complicated phasing around operational needs and finished the project ahead of schedule. They exercised every opportunity to shorten construction duration, while meeting the high airport quality standards."

Airports Development Group
Los Angeles World Airports





Bob Hope Airport

The City of Burbank

Originally named United Airport, this small, local airport in Burbank opened on Memorial Day weekend, 1930. The name changed frequently over the years, and was legally renamed Bob Hope Airport in 2003, before being rebranded in 2017 as Hollywood Burbank Airport to clarify its geographic region.

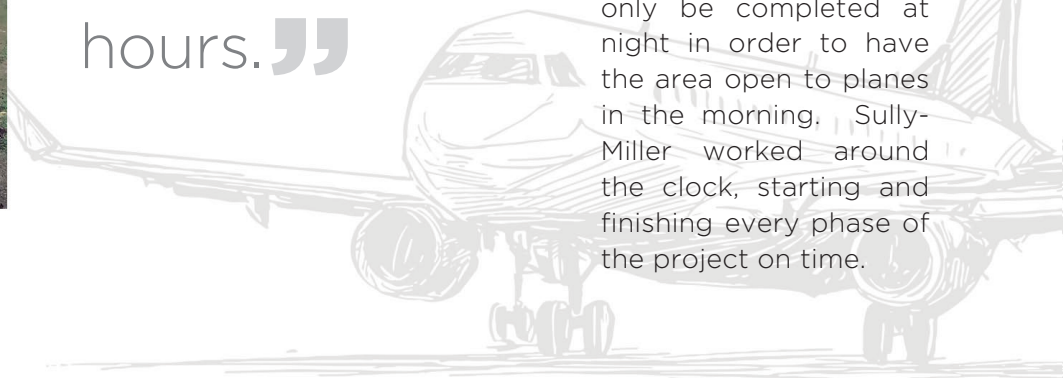
In 2011 Sully-Miller was contracted to make much-needed improvements and update functionality of the airport ramps. Modern ramps provide a power source that planes can plug into after landing to keep interior power on for lighting and air. At the Burbank Airport, planes had to remain running after landing in order to keep the power on – wasting fuel and increasing emissions.



“We completed two ramps every two weeks – working at night and during active airport business hours.”

SCOPE OF WORK

Work on taxiways could only be completed at night in order to have the area open to planes in the morning. Sully-Miller worked around the clock, starting and finishing every phase of the project on time.



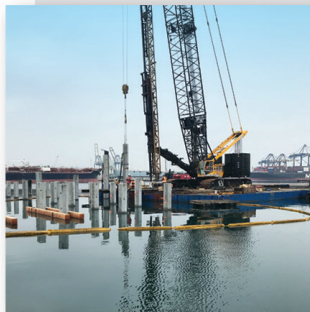


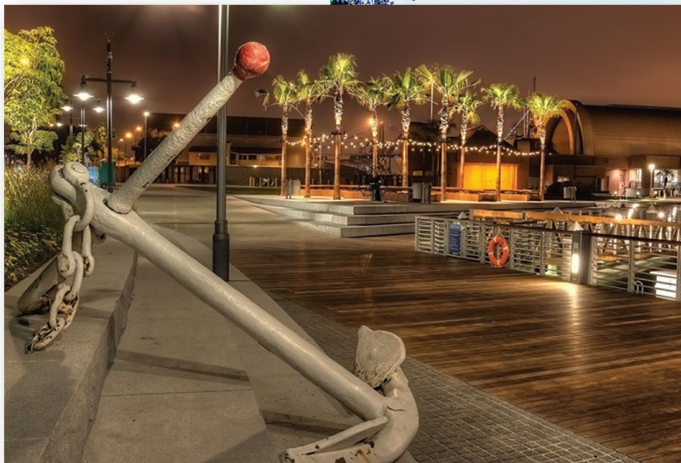


SEAPORT OVERVIEW

The seaports in Southern California are known for both their business operations as well as entertainment activities. From cruise ship ports or shopping at Ports o' Call, to the massive cranes off-loading shipping containers from container ships, our seaports play a critical part of Southern California living.

Sully-Miller teams have proven to be efficient and reliable at a variety of port projects, from regular maintenance to new wharf construction, major port expansion, and development of entertainment areas. We've performed major rehabilitation or new construction in two of Southern California's largest ports – the Port of Los Angeles and the Port of Long Beach.

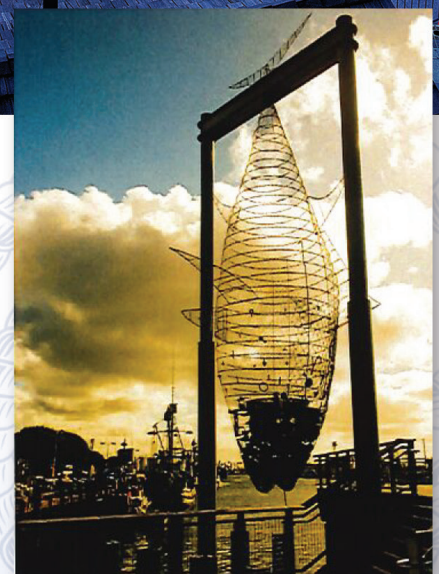


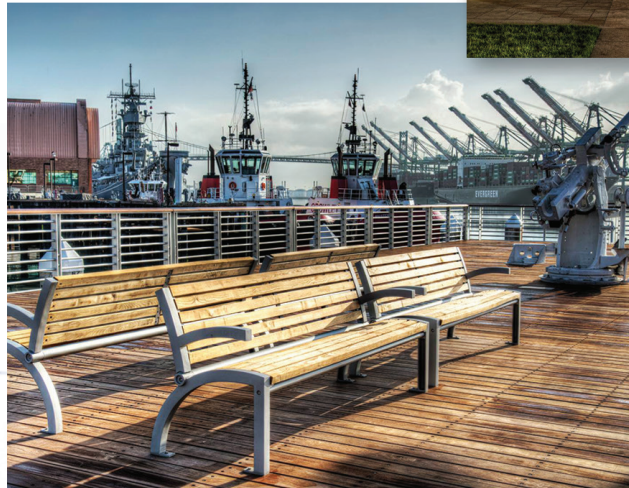


Southern Pacific Slip “Ghost Fish”

The Port of Los Angeles

The “Ghost Fish 107” sculpture is a 40-foot blue fin tuna hung from a galvanized steel frame over the water at Berth 73 in San Pedro, California. Sully-Miller Contracting rebuilt a portion of the wharf, and built the structure to support the artwork.





SCOPE OF WORK

Starting with selective demolition and removal, Sully-Miller constructed gangways, the overlook pier, and floating docks, as well as rail signalization, track work, managing utilities and roadway work. Our work also encompassed all landscaping, irrigation, and hardscaping, including installation of bench seating and wood tables for visitors.

Downtown Harbor and Town Square

The Port of Los Angeles

The Downtown Harbor and Town Square renovation was an expansive project that transformed 1.2 acres of waterfront along Harbor Boulevard in San Pedro into a new attraction for tourists, pedestrians, and boaters alike.

From an old parking lot, Sully-Miller created a new harbor inlet for recreational vessels. Surrounding the new inlet is a public plaza and pedestrian promenade featuring 26 trees and 40 palm trees, as well as landscaping, decorative lighting, and picnic area. Modifications to Berths 84-86 created three floating docks and an overlook pier.







Berth 100 Backlands, Phase 1

The Port of Los Angeles

In 2004, Sully-Miller Contracting completed Phase 1 of the Berth 100 Backlands redevelopment project, remediating approximately 75 acres of land in the West Basin area of the Port of Los Angeles in order to prepare the site for the design and construct a new marine operation building complex.

The \$31 million project was located on the former site of a Chevron Oil facility and shipyard, initial work required extensive environmental

planning and remediation. Sully-Miller used over 20 Baker tanks and a custom designed, site-specific filtering system to properly dispose of ground water in an environmentally friendly manner.

The over 2-year project included site grading, utility installation (Water, Storm Drains, Sewer), demolition and removal of structures and substructures still intact from the former shipyard, gas and lighting, fire suppression, electrical and communications systems, reefer racks, asphalt paving and the creation of additional backlands with use of wick drains.





Pier 400 Backlands, Phase 1

The Port of Los Angeles

In 2004, the Pier 400 Backlands project at the Port of Los Angeles was the largest undertaking ever for Sully-Miller and Colas USA at \$80 Million.

Logistical and technical challenges at this complex facility were many, including limited access to the project's island location, which had no water, phone, or internet.

The project included site grading, water and storm drains, sewer, gas and lighting, miscellaneous base, asphalt concrete produced at an on-site mobile asphalt plant, the main-gate facility, security and other fencing, fire

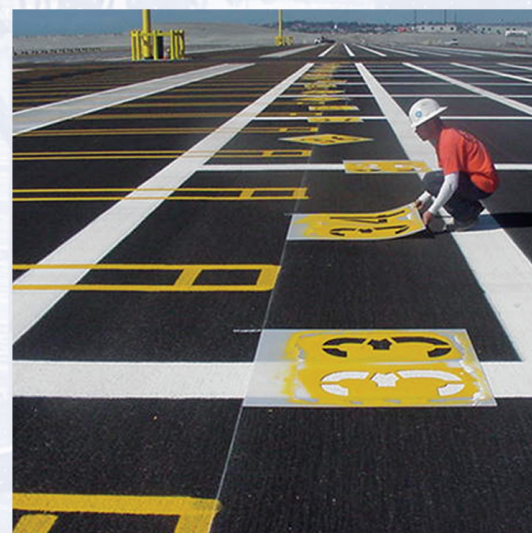




“ At the time, this 2004 project at the Port of Los Angeles was the largest undertaking ever for Sully-Miller and Colas USA.”

suppression, electrical and communication systems.

Despite the many challenges, the project was a success due in large to partnering with the Port of LA, the design firm, and the various stakeholders. Together, all parties identified common goals and co-created action plans to execute and realize the goals.



HIGHLIGHTS

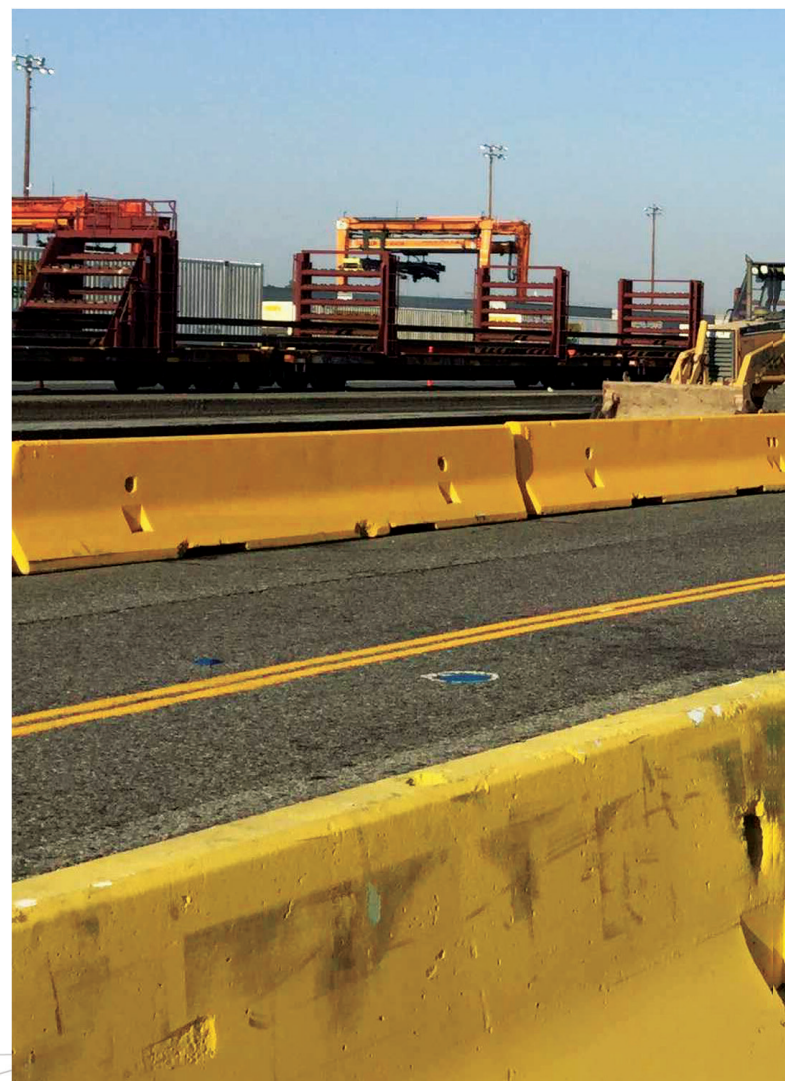
Aggregate for the project was shipped via Panamax vessels with a capacity of up to 80,000 tons from the Orca Quarry located on the northeast coast of Vancouver Island in British Columbia, Canada.



RAIL & INTERMODAL OVERVIEW

As goods come into the United States by air, or by sea, they are distributed via roads and rails. Sully-Miller has the technical, material, and human resources to accomplish any railroad and intermodal project, from intermodal yard work, railroad maintenance, or new freight and passenger lines, to high-speed rail construction.

Our vast experience as a builder of transportation and our affiliation with Colas Rail means we are equipped with materials and equipment to execute all civil, utility and rail work, while providing any needed aggregate base materials. Sully-Miller is the ideal partner – whether the facility has direct rail access or not – because of our familiarity in the construction and maintenance of our large-scale complex rail and intermodal projects.



SCOPE OF WORK

Sully-Miller cleared and grubbed nearly 15 acres of land while making sure to preserve environmentally sensitive Joshua Trees located throughout the job site. Other work included culvert construction, excavation, and grading.



Avenue "G" Rail Lead Track & Channel

The City of Hesperia

The City of Hesperia is located near Interstate 15 and Highway 395, both of which are major corridors linking the seaports of Southern California with Northern California, Nevada, Oregon, and Washington to the Canadian border via rail and truck. This project created direct access to over 200 acres of industrial property, making Hesperia a vital hub for logistics operations of all sizes.

Once the area was cleared, excavation began on a channel that would be lined with concrete. While grading continued, Sully-Miller constructed nearly 260 linear feet of 60" triple barrel culvert and 75 linear feet of 48" double barrel culvert. Careful construction of these 2 culverts was significant, as the foundation for the railroad track would be placed across each of the culverts. Coordination with key agencies (BNSF Railway, Verizon, Southern California Gas, and Hesperia Water District) was vital to the project staying on schedule due to relocation of existing utilities.

Awarded the 2012 American Public Works Association project of the year, the project was celebrated at a ribbon cutting in April 2012 where a brand-new \$2.5 million BNSF engine "cut" the ribbon.



“This project made Hesperia a vital hub for logistics operations of all sizes.”



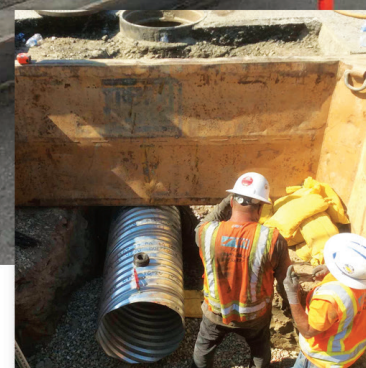
Burlington Northern Santa Fe Hobart Yard AGS

The City of Commerce

The BNSF Hobart Yard is the largest intermodal rail yard in the United States. A staggering 1.5 million containers pass through its gates annually. Sully-Miller installed a new, highly advanced gate system designed not only to accommodate the large volume of containers, but also to increase security, and promote tracking accuracy.

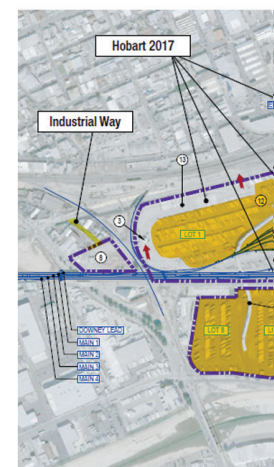
The system photographs the driver, rig, and container(s) at the gate. Then, all barcodes in the photo are then recognized, scanned, saved, and processed. The same procedure occurs upon exit.

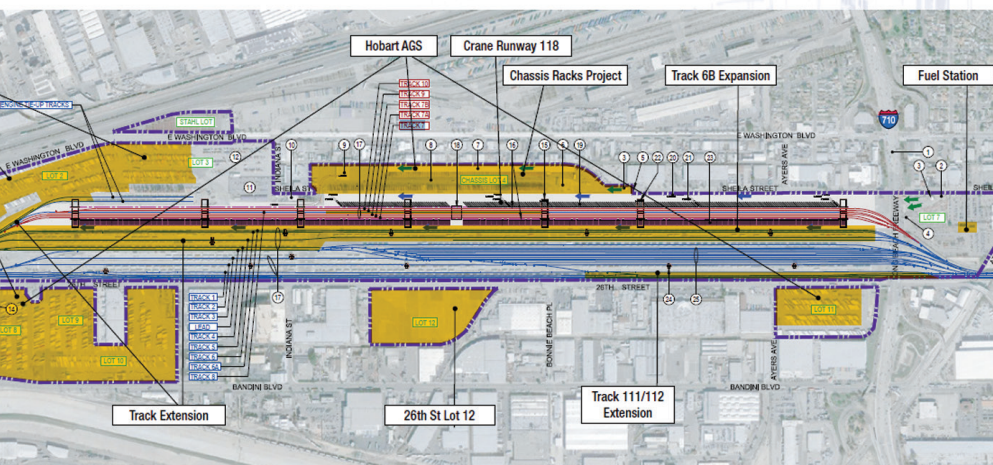
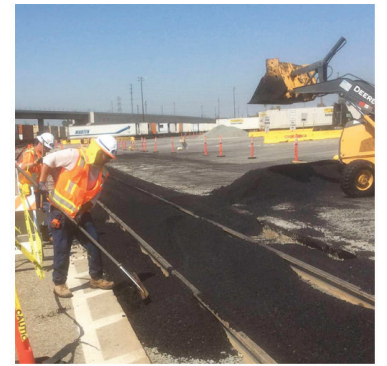
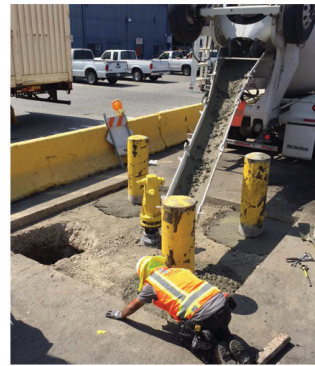
In addition to installing the new automated gate system, Sully-Miller removed various civil improvements and structures, installed new asphalt and concrete pavement. Project execution for the \$10 million project occurred in a live train yard with more than 4,000 containers coming through each day.



SCOPE OF WORK

Sully-Miller removed various structures and installed new asphalt and concrete pavement along with additional infrastructure required to support the new system.





“ Project execution occurred in a live train yard with 4,000 containers passing through every day. ”



“ Similar to the original Nurburgring Track in Germany, Sully-Miller is the first contractor to build a Carousel track since Nurburgring was built in 1930.”



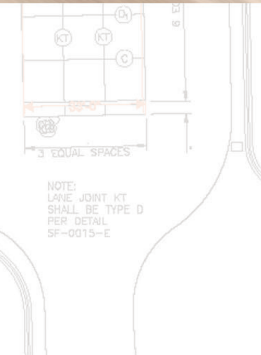
The Porsche Experience

The City of Los Angeles

This unique specialty project was essentially the opportunity to build a racetrack. Racetracks include extremely technical elements to accommodate high speeds and curves. The Porsche experience is one of the first such tracks in the U.S.

Built on a 40-acre site that was previously a landfill, the job required environmental remediation and design to comply with California regulations. Sully-Miller installed a complex underground system that pumped water through a network of 19 different pump stations to move the water off-site.

The construction of 5 concrete tracks was also completed by Sully-Miller. The most challenging was the Carousel – one of the most dangerous curved tracks in racing, with an inside lip to help vehicles hug the turn. This required the design and manufacture of unique forms for the concrete in order to create the precise curves, cut with a laser to precise angles according to CAD drawings.





The Gateway Fanfare and Water Features

The Port of Los Angeles

The construction of the Gateway Fanfare Fountains and Water Features at the Port of Los Angeles is part of the New LA Waterfront, the world's largest waterfront development and community enhancement project. This dramatic attraction was designed to welcome visitors arriving by ship, by foot, or by a Waterfront Red Car line that links the Cruise Center to Ports O' Call. Synchronized with music and lights, the fountains shoot water streams 100 feet into the air, against the backdrop of the towering Vincent Thomas Bridge.

The design incorporates 2 large fountains measuring 250 feet long and 100 feet wide, shaped to resemble a sailboat from overhead. A black granite infinity edge creates a waterfall over the basin ledge into a trough flowing under the sunken walkway, giving visitors an unforgettable experience of walking through water.

The \$12.5 million project was completed in July 2008.



◀ Aerial view of sailboat design



“The completed attraction received a Los Angeles Architectural Award in the landscape architecture category by the Los Angeles Business Council.”



SCOPE OF WORK

Built as part of the new LA Waterfront, the construction demands were complex: incorporating excavation and grading, dry and wet utilities, asphalt and concrete paving, colored asphalt, mechanical and electrical, and finish specialty work.



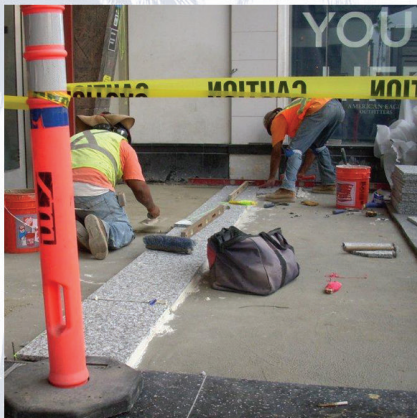
Hollywood Walk of Fame

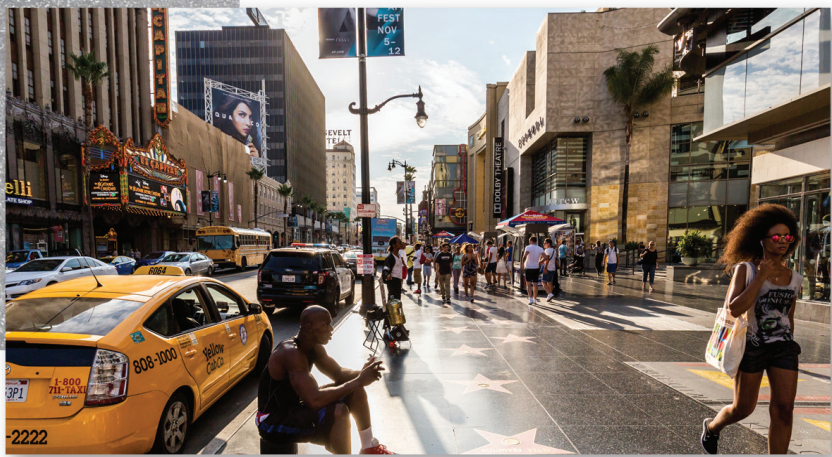
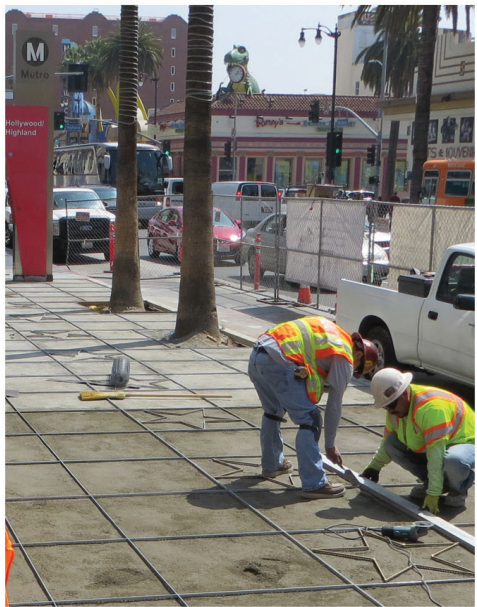
The City of Hollywood

Conceived in 1953, and in construction by 1956, the Hollywood Walk of Fame is a historic landmark honoring Southern California's iconic entertainment industry: Motion pictures, television, audio recording, radio, and theater. This project was an important part of its preservation.

A complete rehabilitation of the famous sidewalks involved securely fencing sections of the Walk of Fame, removing the square terrazzo material and cut-outs of the actual stars, then replacing the subgrade and concrete subslab. Because of their historical value, for security purposes a specified subcontractor removed the actual bronze star, the center placard (icon of media type) and name, which all went into secure custody. Security remained in place until demolition was completed.

Once the new subslab was poured, Sully-Miller laid out an aluminum grid for the terrazzo squares (a composite made with chips of marble, glass, granite & other material). First the stars were placed in the grid, then the charcoal-colored terrazzo was troweled around each star by hand. The name placard was then placed back in the star, and the terrazzo was polished.





SCOPE OF WORK

Uniquely different from other Sully-Miller projects, the Walk of Fame rehabilitation was all completed by hand, from jackhammers and compressors in a historical area where old basements just below the sidewalk required additional care, to hand-troweling the terrazzo around each individual star.

“ Because of their historical value each entire star was removed by a specified subcontractor and held in security.”





Albion Riverside Park

The City of Los Angeles

The Albion Riverside Park project provided the City of Los Angeles with a unique opportunity to address political, environmental, and aging infrastructure concerns, all in a single project. These included a state initiative to reduce stormwater flow from city streets and replenish underground aquifers, a city initiative to revitalize the Los Angeles River, and a need for safe parks in an urban environment with places for children to play.

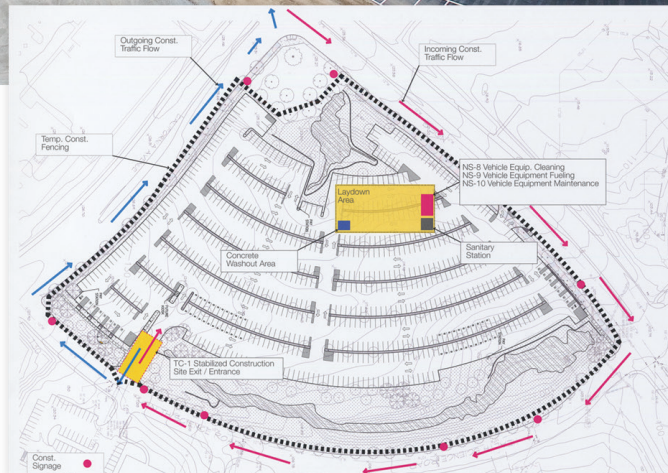
The new 10-acre recreational park includes synthetic turf soccer fields, basketball courts, softball field, adult fitness equipment zones, playground areas, and communal plazas. It has been referred to as a “smart park” because of a precast infiltration gallery system with underground storm water storage to divert and capture urban water runoff from the surrounding 300 acres, and infiltrate it into the ground. This system not only helps retain contaminated storm water through infiltration, it keeps potentially hazardous water from entering the LA River and the Pacific Ocean.



SCOPE OF WORK

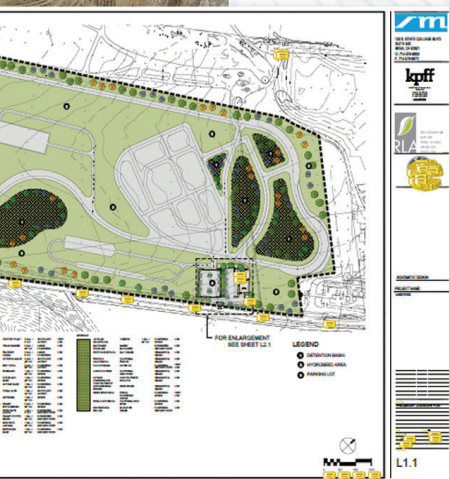
The site was a blighted space, which over the previous 100 years supported a dairy distribution center, steel manufacturing, auto shop, and brick and lumber yard. Many of these left harmful contaminants in the ground which had to be dug out and removed.







“These methods cater to the owners’ needs by providing innovative, timely, and economical solutions from design to completion.”



Alternative Project Delivery

Design-Bid-Build Model

For nearly 100 years, Sully-Miller’s work followed the traditional Design-Bid-Build model, a standard procurement method in the construction industry. This project delivery method involves completing 3 distinct steps in sequence: the design process is complete, and a bid accepted before construction begins.

While we continue to procure work through traditional methods, Sully-Miller also helps customers deliver projects using alternative project delivery methods. These methods cater to the owners’ needs by providing innovative, timely, and economical solutions from design to completion.

Design Build

Rather than separate contracts for design and construction, a contract for both is awarded to a single entity.

Progressive Design-Build

Client contracts with the Design-Builder, and the design is developed by the Owner and the Design-Builder in a step-by-step progression.

Bid-Build Best Value

Best Value (BV) lets owners consider other values such as past experience, or proposed team along with the price proposal. The Owner determines the successful bidder based on the price proposal plus other values. A contract award based on BV elevates the contractor best suited for the job, and not just the lowest bidder.

Sully-Miller Best Value projects include:

- Los Angeles World Airports (LAWA) Taxiway P
- LAWA Runway 25L
- LAWA Taxiway D

Other Sully-Miller Alternative Delivery projects include:

Design Build

- UC Irvine-Bison Surface Parking Lot
- Los Angeles County - Emergency Vehicle Operations Center
- Caltrans – Route 210 ADA Ramp Improvements



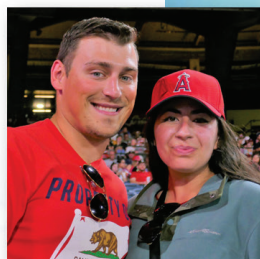
Celebrating 100 Years

Building a company over 100 years requires a lot of hard work, as you have seen in the pages of this anniversary book. But Sully-Miller is also about the significant contributions of our employees – from families with multiple members who are part of our team, to those who invested an entire career with us. We value and celebrate the important ways you’ve been part of our current success, and look forward to the unique contributions you will continue to make in the years ahead.



SULLY-MILLER
CONTRACTING CO.





Angels' Game

As part of our 100-year anniversary, we celebrated and expressed our appreciation with some fun activities for our employees. On August 5th employees had the opportunity to enjoy an Angels' game against the Seattle Mariners at Angel Stadium in Anaheim.

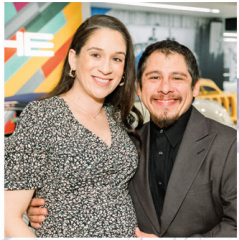




Knott's Berry Farm

On April 15 our employees enjoyed a day of fun with their families at Knott's Berry Farm in Buena Park.

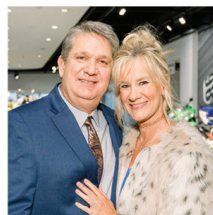




Centennial Celebration Dinner

Sully-Miller employees gathered for a wonderful evening at the Petersen Automotive Museum to celebrate our Centennial Year. The museum displayed iconic vehicles from famous films and a plethora of historic automobiles, making it a remarkable tribute to the company's century of existence.





The story of Sully-Miller Contracting, its founders, and its past and present employees is one filled with grit, determination, and entrepreneurial spirit. Our history and future are reflected in our core values:

Caring | **Sharing** | **Daring**

These three simple words hold so much meaning and reveal who we were, who we are, and who we want to become.

Caring, first and foremost, is a fundamental value of our culture. We care about our fellow employees and our employees care about our organization. This care is illustrated in our strong safety culture and our belief that Goal Zero is not only possible but is the only acceptable standard. We care about the environment and pursue sustainable practices to lessen our impact, leaving the world a better place when our work is done.

Sharing reflects our belief that everyone has unique skills, perspectives, and experience that when harnessed and transferred makes us stronger, makes us better, and fosters a feeling of inclusion and belonging. The value of sharing promotes teamwork and unity, ultimately allowing us to work for the good of the organization and each other.

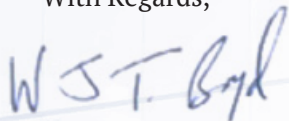
Daring is the characteristic that drives our growth and improvement. Mr. Sully and Mr. Miller dared to believe that a company founded on quality and integrity could be successful. Their courageous actions and innovative approach was fueled by their commitment to create a special organization. This pioneering mindset is still embedded in our culture today. In that sense, we must believe that we can be better and push past the boundaries of what appears possible. We must dare to make it happen. We must dare to believe.

Be proud of the organization that we are creating. We are characters in a rare success story. Through our sacrifices, our unwavering can-do will-do attitude, and our families' support, we have been able to achieve what few else can claim. There are roughly 1,000 companies in the United States that are 100-years old - Sully-Miller is one of them.

It is with humble pride and gratitude, I say Thank-you.

Cheers to the next 100-years of Caring, Sharing, and Daring.

With Regards,



W.J.T. (Bill) Boyd
President







Sully-Miller Contracting Co.

135 S. State College Blvd.

Brea, CA 92821