

UNITED STATES BANKRUPTCY COURT  
SOUTHERN DISTRICT OF TEXAS  
HOUSTON DIVISION

In Re. ZACHRY ENGINEERING CORPORATION §  
§  
§  
§  
Debtor(s)

Case No. 24-90379

Lead Case No. 24-90377

Jointly Administered

**Monthly Operating Report**

Chapter 11

Reporting Period Ended: 08/31/2024

Petition Date: 05/21/2024

Months Pending: 3

Industry Classification: 

8	1	1	3
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Reporting Method: Accrual Basis

Cash Basis

Debtor's Full-Time Employees (current): 416

Debtor's Full-Time Employees (as of date of order for relief): 447

**Supporting Documentation** (check all that are attached):

(For jointly administered debtors, any required schedules must be provided on a non-consolidated basis for each debtor)

- Statement of cash receipts and disbursements
- Balance sheet containing the summary and detail of the assets, liabilities and equity (net worth) or deficit
- Statement of operations (profit or loss statement)
- Accounts receivable aging
- Postpetition liabilities aging
- Statement of capital assets
- Schedule of payments to professionals
- Schedule of payments to insiders
- All bank statements and bank reconciliations for the reporting period
- Description of the assets sold or transferred and the terms of the sale or transfer

/s/ Mohsin Y. Meghji

Signature of Responsible Party

09/30/2024

Date

Mohsin Y. Meghji

Printed Name of Responsible Party

P.O. Box 240130, San Antonio, Texas 78224

Address

STATEMENT: This Periodic Report is associated with an open bankruptcy case; therefore § 1320.4(a)(2) applies.



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Debtor's Name ZACHRY ENGINEERING CORPORATION

Case No. 24-90379

<b>Part 1: Cash Receipts and Disbursements</b>	<b>Current Month</b>	<b>Cumulative</b>
a. Cash balance beginning of month	\$6,683,688	
b. Total receipts (net of transfers between accounts)	\$9,215,264	\$25,374,455
c. Total disbursements (net of transfers between accounts)	\$3,428,926	\$14,033,859
d. Cash balance end of month (a+b-c)	\$12,470,026	
e. Disbursements made by third party for the benefit of the estate	\$0	\$0
f. Total disbursements for quarterly fee calculation (c+e)	\$3,428,926	\$14,033,859

<b>Part 2: Asset and Liability Status</b> (Not generally applicable to Individual Debtors. See Instructions.)	<b>Current Month</b>
a. Accounts receivable (total net of allowance)	\$23,398,000
b. Accounts receivable over 90 days outstanding (net of allowance)	\$581,000
c. Inventory (Book <input checked="" type="radio"/> Market <input type="radio"/> Other <input type="radio"/> (attach explanation))	\$0
d. Total current assets	\$32,025,000
e. Total assets	\$124,959,000
f. Postpetition payables (excluding taxes)	\$5,312,506
g. Postpetition payables past due (excluding taxes)	\$0
h. Postpetition taxes payable	\$4,494
i. Postpetition taxes past due	\$0
j. Total postpetition debt (f+h)	\$5,317,000
k. Prepetition secured debt	\$0
l. Prepetition priority debt	\$0
m. Prepetition unsecured debt	\$21,482,000
n. Total liabilities (debt) (j+k+l+m)	\$26,799,000
o. Ending equity/net worth (e-n)	\$98,160,000

<b>Part 3: Assets Sold or Transferred</b>	<b>Current Month</b>	<b>Cumulative</b>
a. Total cash sales price for assets sold/transferred outside the ordinary course of business	\$0	\$0
b. Total payments to third parties incident to assets being sold/transferred outside the ordinary course of business	\$0	\$0
c. Net cash proceeds from assets sold/transferred outside the ordinary course of business (a-b)	\$0	\$0

<b>Part 4: Income Statement (Statement of Operations)</b> (Not generally applicable to Individual Debtors. See Instructions.)	<b>Current Month</b>	<b>Cumulative</b>
a. Gross income/sales (net of returns and allowances)	\$9,237,000	
b. Cost of goods sold (inclusive of depreciation, if applicable)	\$6,568,000	
c. Gross profit (a-b)	\$2,669,000	
d. Selling expenses	\$0	
e. General and administrative expenses	\$1,862,000	
f. Other expenses	\$-20,000	
g. Depreciation and/or amortization (not included in 4b)	\$447,000	
h. Interest	\$0	
i. Taxes (local, state, and federal)	\$0	
j. Reorganization items	\$24,000	
k. Profit (loss)	\$356,000	\$876,284

Debtor's Name ZACHRY ENGINEERING CORPORATION

Case No. 24-90379

**Part 5: Professional Fees and Expenses**

			Approved Current Month	Approved Cumulative	Paid Current Month	Paid Cumulative	
a.	Debtor's professional fees & expenses (bankruptcy) <i>Aggregate Total</i>						
	<i>Itemized Breakdown by Firm</i>						
		Firm Name	Role				
	i						
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	iii						
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Debtor's Name ZACHRY ENGINEERING CORPORATION

Case No. 24-90379

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Debtor's Name ZACHRY ENGINEERING CORPORATION

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			Approved Current Month	Approved Cumulative	Paid Current Month	Paid Cumulative	
b.	Debtor's professional fees & expenses (nonbankruptcy) <i>Aggregate Total</i>						
	<i>Itemized Breakdown by Firm</i>						
		Firm Name	Role				
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Debtor's Name ZACHRY ENGINEERING CORPORATION

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Case No. 24-90379

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Debtor's Name ZACHRY ENGINEERING CORPORATION

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	c					
c.	All professional fees and expenses (debtor & committees)					

Part 6: Postpetition Taxes	Current Month	Cumulative
a. Postpetition income taxes accrued (local, state, and federal)	\$0	\$0
b. Postpetition income taxes paid (local, state, and federal)	\$0	\$0
c. Postpetition employer payroll taxes accrued	\$203	\$3,904
d. Postpetition employer payroll taxes paid	\$1,474,163	\$5,063,609
e. Postpetition property taxes paid	\$0	\$0
f. Postpetition other taxes accrued (local, state, and federal)	\$1,333	\$3,999
g. Postpetition other taxes paid (local, state, and federal)	\$0	\$0

**Part 7: Questionnaire - During this reporting period:**

- a. Were any payments made on prepetition debt? (if yes, see Instructions) Yes  No
- b. Were any payments made outside the ordinary course of business without court approval? (if yes, see Instructions) Yes  No
- c. Were any payments made to or on behalf of insiders? Yes  No
- d. Are you current on postpetition tax return filings? Yes  No
- e. Are you current on postpetition estimated tax payments? Yes  No
- f. Were all trust fund taxes remitted on a current basis? Yes  No
- g. Was there any postpetition borrowing, other than trade credit? (if yes, see Instructions) Yes  No
- h. Were all payments made to or on behalf of professionals approved by the court? Yes  No  N/A
- i. Do you have:
  - Worker's compensation insurance? Yes  No
  - If yes, are your premiums current? Yes  No  N/A  (if no, see Instructions)
  - Casualty/property insurance? Yes  No
  - If yes, are your premiums current? Yes  No  N/A  (if no, see Instructions)
  - General liability insurance? Yes  No
  - If yes, are your premiums current? Yes  No  N/A  (if no, see Instructions)
- j. Has a plan of reorganization been filed with the court? Yes  No
- k. Has a disclosure statement been filed with the court? Yes  No
- l. Are you current with quarterly U.S. Trustee fees as set forth under 28 U.S.C. § 1930? Yes  No



Debtor's Name ZACHRY ENGINEERING CORPORATION

Case No. 24-90379

**Part 8: Individual Chapter 11 Debtors (Only)**

a. Gross income (receipts) from salary and wages	\$0
b. Gross income (receipts) from self-employment	\$0
c. Gross income from all other sources	\$0
d. Total income in the reporting period (a+b+c)	\$0
e. Payroll deductions	\$0
f. Self-employment related expenses	\$0
g. Living expenses	\$0
h. All other expenses	\$0
i. Total expenses in the reporting period (e+f+g+h)	\$0
j. Difference between total income and total expenses (d-i)	\$0
k. List the total amount of all postpetition debts that are past due	\$0
l. Are you required to pay any Domestic Support Obligations as defined by 11 U.S.C § 101(14A)?	Yes <input type="radio"/> No <input checked="" type="radio"/>
m. If yes, have you made all Domestic Support Obligation payments?	Yes <input type="radio"/> No <input type="radio"/> N/A <input checked="" type="radio"/>

**Privacy Act Statement**

28 U.S.C. § 589b authorizes the collection of this information, and provision of this information is mandatory under 11 U.S.C. §§ 704, 1106, and 1107. The United States Trustee will use this information to calculate statutory fee assessments under 28 U.S.C. § 1930(a)(6). The United States Trustee will also use this information to evaluate a chapter 11 debtor's progress through the bankruptcy system, including the likelihood of a plan of reorganization being confirmed and whether the case is being prosecuted in good faith. This information may be disclosed to a bankruptcy trustee or examiner when the information is needed to perform the trustee's or examiner's duties or to the appropriate federal, state, local, regulatory, tribal, or foreign law enforcement agency when the information indicates a violation or potential violation of law. Other disclosures may be made for routine purposes. For a discussion of the types of routine disclosures that may be made, you may consult the Executive Office for United States Trustee's systems of records notice, UST-001, "Bankruptcy Case Files and Associated Records." See 71 Fed. Reg. 59,818 et seq. (Oct. 11, 2006). A copy of the notice may be obtained at the following link: [http://www.justice.gov/ust/eo/rules\\_regulations/index.htm](http://www.justice.gov/ust/eo/rules_regulations/index.htm). Failure to provide this information could result in the dismissal or conversion of your bankruptcy case or other action by the United States Trustee. 11 U.S.C. § 1112(b)(4)(F).

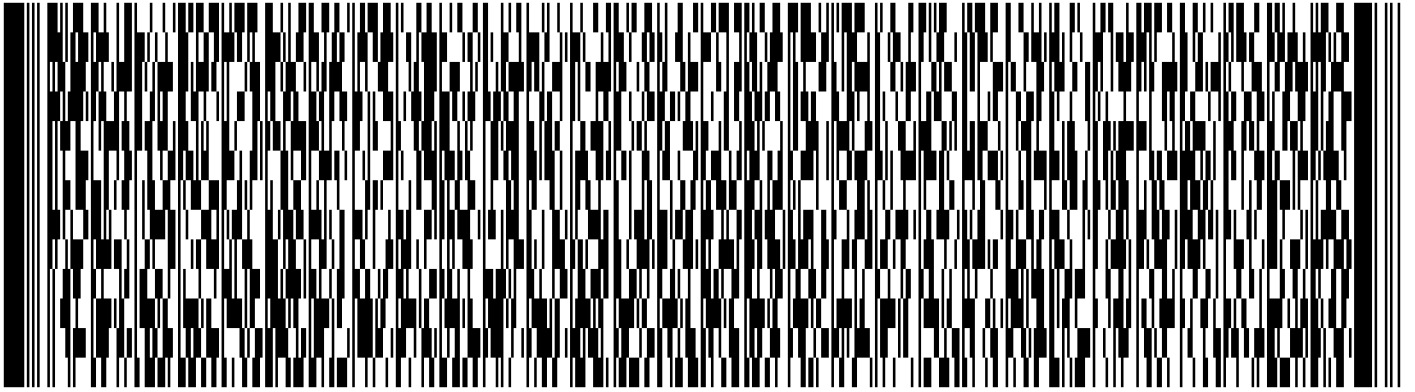
**I declare under penalty of perjury that the foregoing Monthly Operating Report and its supporting documentation are true and correct and that I have been authorized to sign this report on behalf of the estate.**

/s/ Mohsin Y. Meghji  
 Signature of Responsible Party  
Chief Restructuring Officer  
 Title

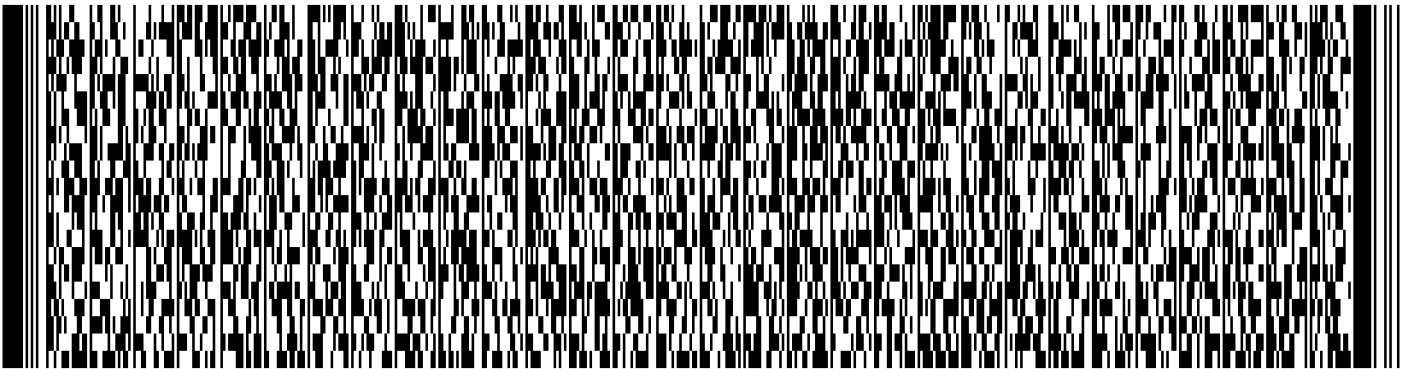
Mohsin Y. Meghji  
 Printed Name of Responsible Party  
09/30/2024  
 Date

Debtor's Name ZACHRY ENGINEERING CORPORATION

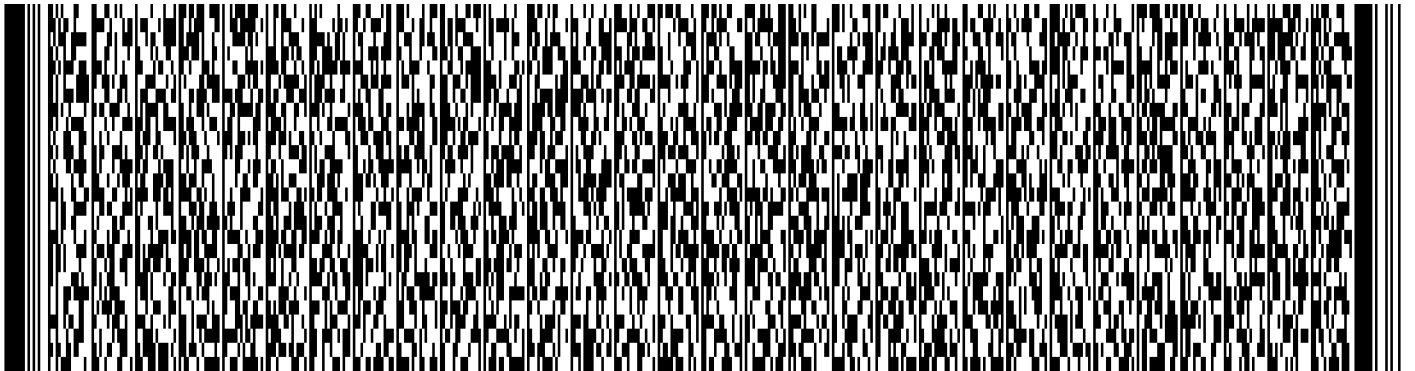
Case No. 24-90379



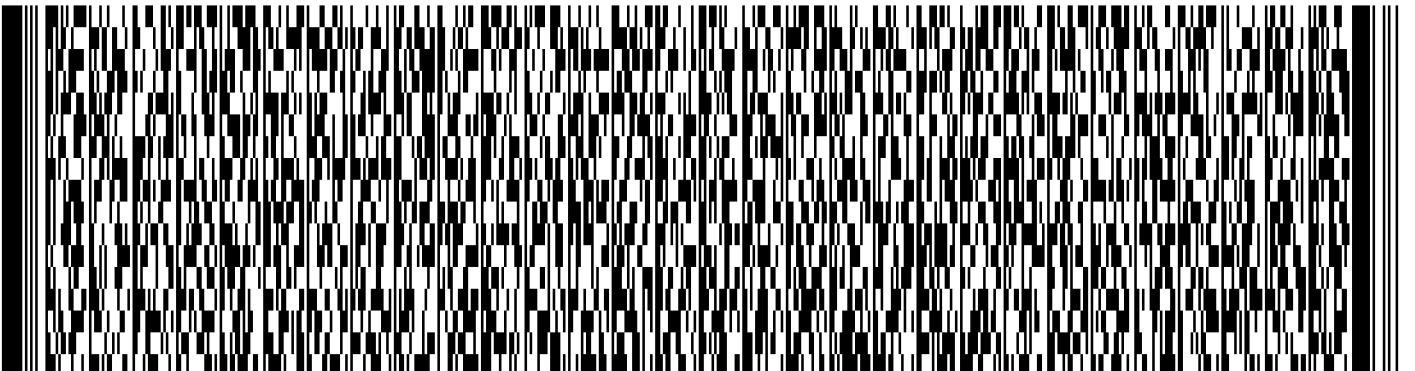
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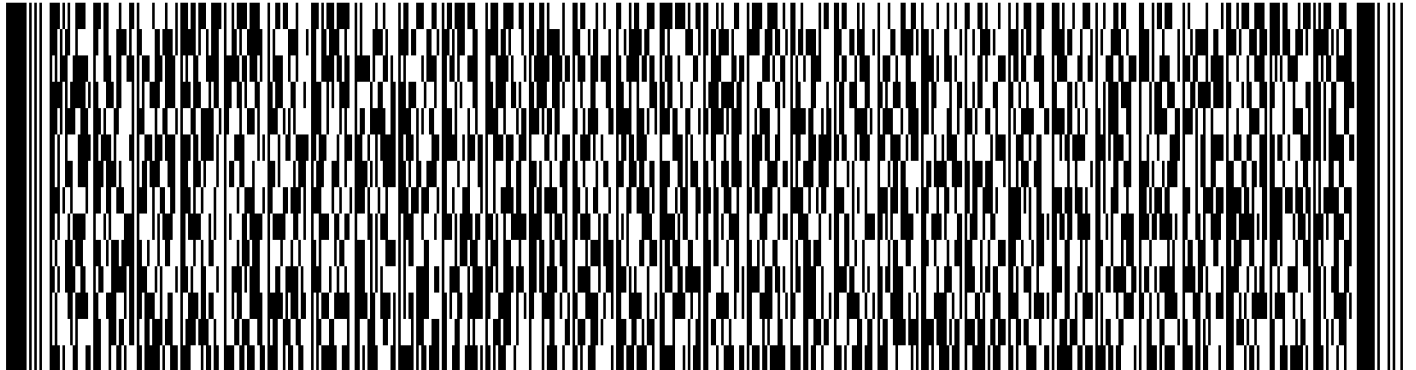
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Debtor's Name ZACHRY ENGINEERING CORPORATION

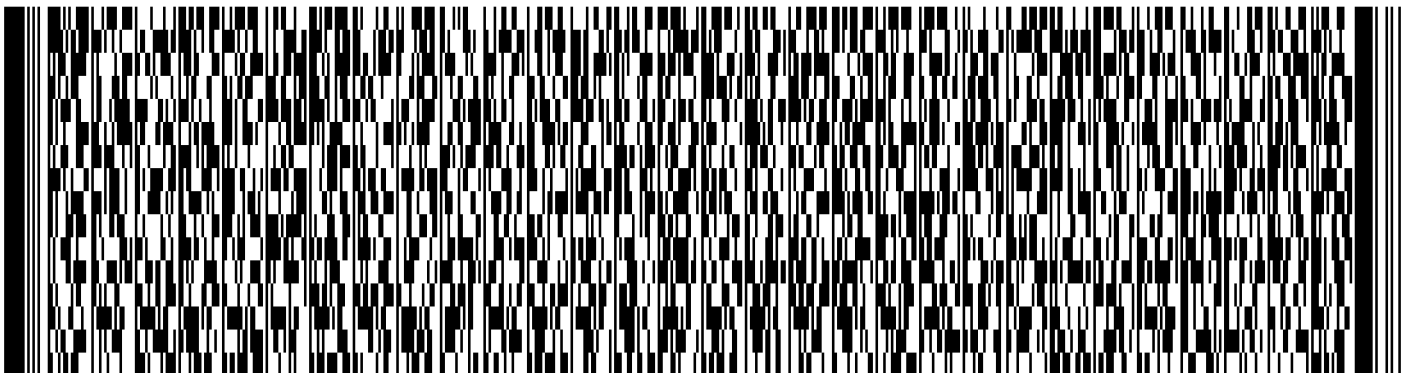
Case No. 24-90379



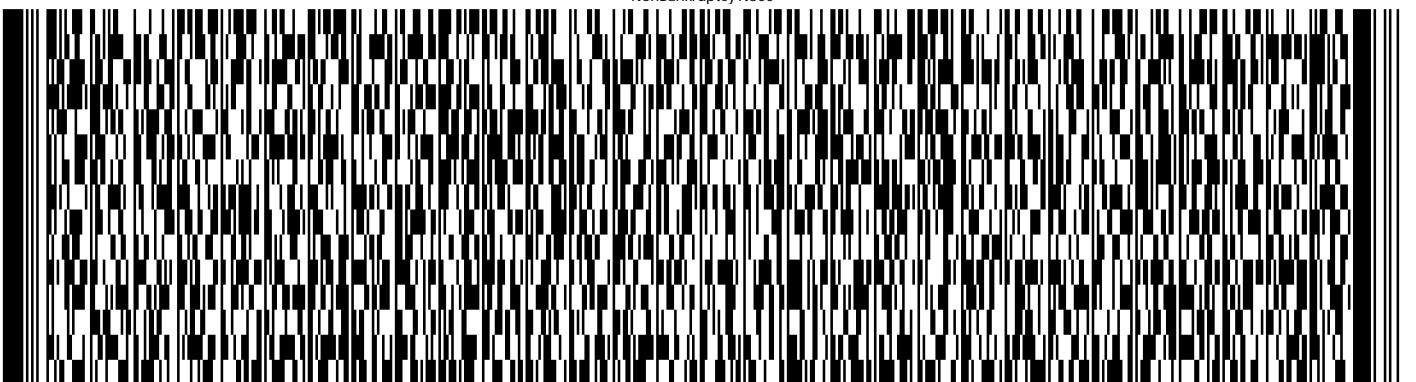
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Bankruptcy51to100



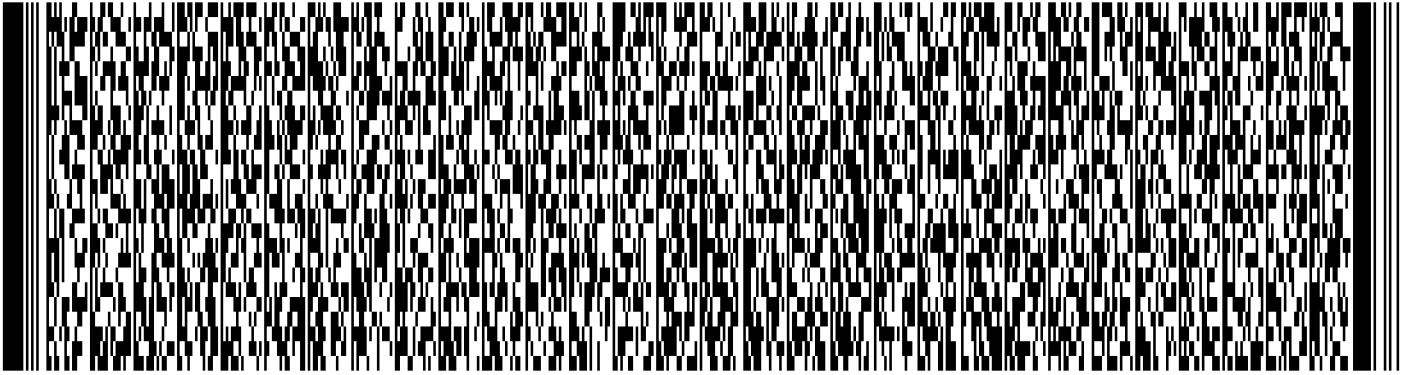
NonBankruptcy1to50



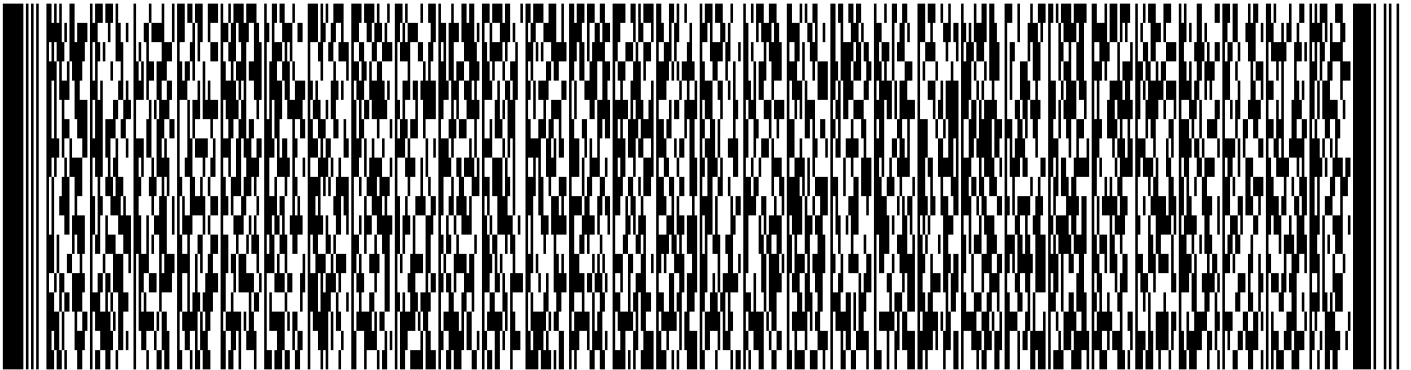
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Debtor's Name ZACHRY ENGINEERING CORPORATION

Case No. 24-90379



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**Case Name:** Zachry Holdings, Inc., *et al.*  
**Petition Date:** May 21, 2024

**Lead Case No.:** 24-90377 (MI)  
**Reporting Period:** August 1 – 31, 2024

**IN THE UNITED STATES BANKRUPTCY COURT  
FOR THE SOUTHERN DISTRICT OF TEXAS  
HOUSTON DIVISION**

**GLOBAL NOTES AND STATEMENTS OF LIMITATIONS AND DISCLAIMERS  
REGARDING THE DEBTORS' MONTHLY OPERATING REPORTS**

**BACKGROUND**

On May 21, 2024, (the “**Petition Date**”), the above-captioned debtors and debtors in possession (collectively, the “**Debtors**”), filed voluntary petitions 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 Houston Division (the “**Bankruptcy Court**”). The Debtors’ chapter 11 cases are being jointly administered for procedural purposes only pursuant to Federal Rule of Bankruptcy Procedure 1015(b) and Bankruptcy Local Rule for the Southern District of Texas 1015-1 under the caption Zachry Holdings, Inc., *et al.*<sup>1</sup>, Case No. 24-90377 (MI) (Bankr. S.D. Tex.), pursuant to an order entered by the Bankruptcy Court on May 21, 2024 [Docket No. 21].

The following notes, statements and limitations should be referred to, and referenced in connection with, any review of the Debtors’ monthly operating reports (the “**MOR**”).

1. **Basis of Presentation.** The Debtors are filing their MOR solely for purposes of complying with the monthly operating requirements applicable in the Debtors’ chapter 11 cases. The MOR is in a format acceptable to the U.S. Trustee for the Southern District of Texas Houston Division (the “**U.S. Trustee**”). The MOR should not be relied upon by any persons for information relating to current or future financial conditions, events, or performance of any of the Debtors or their affiliates.

In preparing the MOR, the Debtors relied on financial data derived from their books and records that was available at the time of preparation. Subsequent information or discovery may result in material changes to the MOR and errors or omissions may exist. Notwithstanding any such discovery, new information, or errors or omissions, the Debtors do not undertake any obligation or commitment to update the MOR.

This MOR has not been prepared in accordance with accounting principles generally accepted in the United States of America (“**U.S. GAAP**”) and does not include all of the information and footnotes required by U.S. GAAP. Therefore, there can be no assurance

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<sup>1</sup> 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’ proposed claims and noticing agent at [www.kccllc.net/zhi](http://www.kccllc.net/zhi). The location of the Debtors’ service address in these chapter 11 cases is: P.O. Box 240130, San Antonio, Texas 78224.

**Case Name:** Zachry Holdings, Inc., *et al.*  
**Petition Date:** May 21, 2024

**Lead Case No.:** 24-90377 (MI)  
**Reporting Period:** August 1 – 31, 2024

that the financial information presented herein is complete, and readers are strongly cautioned not to place undue reliance on the MOR. As of August 2024, the Supporting Schedules include consolidating and elimination entries between the 21 Debtor entities and present a consolidated financial statement of the 21 Debtors for informational purposes only.

The information furnished in this report includes primarily normal recurring adjustments but does not include all the adjustments that would typically be made for the quarterly and annual consolidated financial statements to be in accordance with U.S. GAAP. Certain adjusting entries (including, but not limited to, income tax expense, fair value adjustments, and payroll accruals for few days before month-end) are only prepared on a quarterly basis, and therefore any such adjustments included herein are based on information as of June 30, 2024, the Debtors' second quarter-end. However, there are certain quarter-end adjustments that will be made in the ordinary course of business and are based on information not yet available as of the date of this report. As such, those adjustments are not reflected in this MOR. Additional detail is provided in paragraph 8 below.

Furthermore, the monthly financial information contained herein has not been subjected to the same level of accounting review and testing that the Debtors apply in the preparation of their annual consolidated financial information in accordance with U.S. GAAP. Accordingly, upon the application of such procedures, the Debtors believe that the financial information may be subject to change, and these changes could be material.

In future periods, any changes to prior period balances will be reflected in the current month's MOR.

The results of operations contained herein are not necessarily indicative of results that may be expected from any other period or for the full year and may not necessarily reflect the consolidated results of operations and financial position of the Debtors in the future.

These unaudited financial statements are prepared to support the information required in the Monthly Operating Report, should not be used for any other purpose, and exclude any gain/loss related to the Golden Pass LNG project (the "Project") during the referenced time periods. Based upon the prior assurances the Company received from the Project and its owners, the amounts included in the liabilities subject to compromise set forth herein reflect the Project as cost neutral (and excludes profit and G&A, plus allocated reserves). On August 12, 2024, the Bankruptcy Court approved the settlement between the Debtors and Golden Pass LNG Terminal LLC ("Golden Pass") on a final basis [Docket No. 744]. August financials reflect a \$121MM reduction of pre-petition trade payables related to GPX vendors, which were paid by Golden Pass.

- 2. Reporting Period.** Unless otherwise noted herein, the MOR generally reflects the Debtors' books and records and financial activity occurring during the applicable reporting period. Except as otherwise noted, no adjustments have been made for activity occurring

**Case Name:** Zachry Holdings, Inc., *et al.*  
**Petition Date:** May 21, 2024

**Lead Case No.:** 24-90377 (MI)  
**Reporting Period:** August 1 – 31, 2024

after the close of the reporting period.

3. **Consolidated Entity Accounts Payable and Disbursements Systems.** Cash is received and disbursed by the Debtors as described in the Debtors' *Emergency Motion for Entry of Interim and Final Orders (I) Authorizing the Debtors to (A) Continue Operating Their Cash Management System and Maintain Existing Bank Accounts, (B) Continue to Perform Intercompany Transactions, (C) Maintain Existing Business Forms and Books and Records, and (D) Continue Utilizing Corporate Credit Card Programs, and (II) Granting Related Relief* [Docket No. 13] (the "**Cash Management Motion**") to the extent approved in the order granting the relief requested in the Cash Management Motion on a final basis [Docket No. 284].
4. **Accuracy.** The financial information disclosed herein was not prepared in accordance with federal or state securities laws or other applicable non-bankruptcy law or in lieu of complying with any periodic reporting requirements thereunder. Persons and entities trading in or otherwise purchasing, selling, or transferring the claims against or equity interests in the Debtors should evaluate this financial information in light of the purposes for which it was prepared. The Debtors are not liable for and undertake no responsibility to indicate variations from securities laws or for any evaluations of the Debtors based on this financial information or any other information.
5. **Payment of Pre-Petition Claims Pursuant to First Day Orders.** The Bankruptcy Court has entered orders authorizing, but not directing, the Debtors to pay, among other things, certain pre-petition (a) employee wages, salaries other compensation, and reimbursable expenses and benefits [Docket No. 56]; (b) obligations related to the use of the Debtors' cash management system [Docket Nos. 60 (interim relief) and 284 (final relief)]; (c) taxes and related obligations [Docket No. 48]; (d) insurance and surety bond obligations [Docket No. 58]; and (e) obligations of critical vendors, lien claimants, foreign claimants, and 503(b)(9) claimants [Docket No. 57 (interim relief) and 285 (final relief)] ((a)-(e) collectively, the "**First Day Orders**"). To the extent any payments were made on account of such claims or obligations following the commencement of these chapter 11 cases pursuant to the authority granted to the Debtors by the Bankruptcy Court under the First Day Orders, such payments have been included in the MOR unless otherwise noted.
6. **Liabilities Subject to Compromise.** The amounts currently classified as liabilities subject to compromise reflect the accounting impact of ASC 852, Reorganizations, effective from the Petition Date. Following adoption of this accounting standard, certain prepetition liabilities have been reclassified and collated as a liability subject to compromise. The amounts currently classified as subject to compromise do not reflect the claimant value but reflects the best estimate as at the reporting date. The amounts currently classified as liabilities subject to compromise may be subject to future adjustments depending on Bankruptcy Court actions, payments pursuant to Bankruptcy Court orders, further developments with respect to, among other things, the reconciliation and adjudication of claims, determinations of the secured status of certain claims, the value of any collateral

**Case Name:** Zachry Holdings, Inc., *et al.*  
**Petition Date:** May 21, 2024

**Lead Case No.:** 24-90377 (MI)  
**Reporting Period:** August 1 – 31, 2024

securing such claims, rejection of executory contracts, or other events.

7. **Insiders.** For purposes of this MOR, the Debtors defined “insiders” as provided in 11 U.S.C. section 101(31) of the Bankruptcy Code during the relevant time period. The Debtors do not concede or take any position with respect to (a) such person’s influence over the control of the Debtors; (b) the management responsibilities or functions of such individual; (c) the decision-making or corporate authority of such individual; or (d) whether such individual could successfully argue that he or she is not an “insider” under applicable law, including, without limitation, the federal securities laws or with respect to any theories of liability or any other purpose. Further, the inclusion of a party as an “insider” solely for purposes of this MOR is not an acknowledgement, admission, or concession that such party is an “insider” under applicable bankruptcy law.

The Debtors also included intercompany transfers to non-debtor entities and payments made on behalf of non-debtor entities during the Reporting Period in the definition of “insiders” for purposes of this MOR.

8. **Reservation of Rights.** The Debtors reserve all rights to amend or supplement the MOR in all respects, as may be necessary or appropriate. Nothing contained in this MOR shall constitute a waiver of any of the Debtors’ rights or an admission with respect to their chapter 11 cases.
9. **Specific MOR Disclosures.**
  - a. **Full-Time Employees:** The full-time employee count as of the Petition Date and August 31, 2024 exclude employees on leave of absence totaling 110 and 68 employees, respectively.
  - b. **Notes to Part 1: Cash Receipts and Disbursements:** This section is prepared on a cash basis. Ending bank cash varies from book cash due checks outstanding as of August 31, 2024.
  - c. **Notes to Part 2: Asset and Liability Status:** This section is prepared on an accrual basis. The amounts identified in Part 2 of the MOR are derived from the Debtors’ unaudited and estimated Balance Sheets as of August 31, 2024. Please refer to the notes above for information about presentation and limitations related to this MOR. The proportionate method of accounting is used for investments in all engineering, procurement, and construction (EPC) joint ventures. The Debtors’ proportionate share of all its EPC joint ventures’ net assets and liabilities is included in investment in and advances to EPC joint ventures, and earned revenue and cost of earned revenue are included in the consolidated statements of comprehensive income.
  - d. **Notes to Part 4: Income Statement (Statement of Operations):** This section is prepared on an accrual basis. The amounts identified in Part 4 of the MOR are



**Case Name:** Zachry Holdings, Inc., *et al.*  
**Petition Date:** May 21, 2024

**Lead Case No.:** 24-90377 (MI)  
**Reporting Period:** August 1 – 31, 2024

derived from the Debtors' unaudited Statements of Operations as of August 31, 2024.

e. **Notes to Part 5: Professional Fees and Expenses:**

- i. **Part 5a:** The Debtors will pay the professional fees & expenses of their retained professionals (bankruptcy) ("**Debtor Retained Professionals**") in accordance with the *Order Establishing Procedures for Interim Compensation and Reimbursement of Expenses for Professionals* [Docket No. 342] (the "**Interim Compensation Order**").
  - ii. **Part 5b:** The Debtors will pay the professional fees & expenses of their other professionals (nonbankruptcy) in accordance with the *Order (I) Authorizing the Retention and Compensation of Certain Professionals Utilized in the Ordinary Course of Business and (II) Granting Related Relief* [Docket No. 341].
  - iii. **Part 5c:** The Debtors will pay the professional fees and expenses retained by the Official Committee of Unsecured Creditors and any other official committee formed by the U.S. Trustee in accordance with the Interim Compensation Order.
- f. **Notes to Part 6: Postpetition Taxes:** In the ordinary course of business, the Debtors are obligated to pay business, regulatory and license fees and taxes, excise, federal and state income, franchise, personal property, sales and use, other taxes and fees (collectively, the "**Taxes and Fees**"). On May 21, 2024, out of an abundance of caution, the Debtors received authority but not direction to pay Taxes and Fees that arise in the ordinary course of business on a postpetition basis, solely to the extent that such Taxes and Fees become payable in accordance with applicable law [Docket No. 48].

In re: Zachry Holdings, Inc.

Lead Case Number: 24-90377 (MI)  
Reporting Period: 8/1/2024 - 8/31/2024Statement of Cash Receipts and Disbursements  
For the Period from August 1, 2024 to August 31, 2024

(\$ in 000's)	Zachry Holdings, Inc.	Zachry EPC Holdings, LLC	Zachry Engineering Corporation	ZEC New York, Inc.	Zachry High Voltage Solutions, LLC	UE Properties, Inc.	ZEC Michigan, Inc.	Zachry Constructors, LLC	Zachry Industrial, Inc.	Zachry Enterprise Solutions, LLC	Moss Point Properties, LLC
<b>Receipts</b>											
Major Projects	-	-	-	-	-	-	-	-	\$114,127	-	-
Services & Engineering	-	-	9,215	0	-	1	-	-	21,437	14	15
<b>Receipts</b>	<b>-</b>	<b>-</b>	<b>\$9,215</b>	<b>\$0</b>	<b>-</b>	<b>\$1</b>	<b>-</b>	<b>-</b>	<b>\$135,564</b>	<b>\$14</b>	<b>\$15</b>
<b>Disbursements</b>											
<b>Operating Disbursements</b>											
Payroll Cost	-	-	(\$1,730)	-	-	-	-	-	(\$159,961)	(\$1,125)	-
Post-Petition Vendor Payments (non-corporate)	-	-	(1,149)	-	-	(33)	-	-	(22,942)	(2,059)	(9)
GPX Disbursements (Payroll + Vendor Payments)	-	-	-	-	-	-	-	-	(2,508)	-	-
Unallocated Corporate Cost	-	-	-	-	-	-	-	-	(3,373)	(4,312)	-
<b>Total Operating Disbursements</b>	<b>-</b>	<b>-</b>	<b>(\$2,879)</b>	<b>-</b>	<b>-</b>	<b>(\$33)</b>	<b>-</b>	<b>-</b>	<b>(\$188,785)</b>	<b>(\$7,496)</b>	<b>(\$9)</b>
<b>Non-Operating Disbursements</b>											
Credit Facility Payments (Interest + Fees)	-	-	-	-	-	-	-	-	(\$1,956)	-	-
Restructuring / Payments on Pre-Petition Obligations	-	-	(550)	-	-	-	-	-	(6,303)	(5,164)	-
<b>Total Non-Operating Disbursements</b>	<b>-</b>	<b>-</b>	<b>(\$550)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(\$8,258)</b>	<b>(\$5,164)</b>	<b>-</b>
<b>Total Disbursements</b>	<b>-</b>	<b>-</b>	<b>(\$3,429)</b>	<b>-</b>	<b>-</b>	<b>(\$33)</b>	<b>-</b>	<b>-</b>	<b>(\$197,043)</b>	<b>(\$12,660)</b>	<b>(\$9)</b>
<b>Net Cash Flow</b>	<b>-</b>	<b>-</b>	<b>\$5,786</b>	<b>\$0</b>	<b>-</b>	<b>(\$32)</b>	<b>-</b>	<b>-</b>	<b>(\$61,479)</b>	<b>(\$12,646)</b>	<b>\$6</b>
Beginning Bank Balance	-	-	\$6,684	\$1	\$25	\$167	\$22	-	\$150,068	-	\$3
Net Cash Flow	-	-	5,786	0	-	(32)	-	-	(61,479)	(12,646)	6
<b>Ending Bank Balance (Before Interco. Transfers)</b>	<b>-</b>	<b>-</b>	<b>\$12,470</b>	<b>\$1</b>	<b>\$25</b>	<b>\$135</b>	<b>\$22</b>	<b>-</b>	<b>\$88,589</b>	<b>(\$12,646)</b>	<b>\$9</b>
Intercompany Transfers	-	-	(3,351)	-	-	-	-	-	4,998	12,646	7
<b>Ending Bank Balance</b>	<b>-</b>	<b>-</b>	<b>\$9,119</b>	<b>\$1</b>	<b>\$25</b>	<b>\$135</b>	<b>\$22</b>	<b>-</b>	<b>\$93,587</b>	<b>-</b>	<b>\$16</b>

In re: Zachry Holdings, Inc.

Lead Case Number: 24-90377 (MI)  
Reporting Period: 8/1/2024 - 8/31/2024Statement of Cash Receipts and Disbursements  
For the Period from August 1, 2024 to August 31, 2024

(\$ in 000's)	Zachry Nuclear Construction, Inc.	Zachry Nuclear, Inc.	Zachry Nuclear Engineering, Inc.	Computer Simulation & Analysis, Inc.	Zachry Plant Services Holdings, Inc.	JVIC Fabrication, LLC	Zachry Industrial Americas, Inc.	Zachry Maintenance Services, LLC	J.V. Industrial Companies, LLC	Madison Industrial Services Team, LLC	Consolidated Debtors
<b>Receipts</b>											
Major Projects	-	-	-	-	-	-	-	-	-	-	\$114,127
Services & Engineering	-	-	2,849	-	-	3,984	-	21,176	18,114	724	77,528
<b>Receipts</b>	<b>-</b>	<b>-</b>	<b>\$2,849</b>	<b>-</b>	<b>-</b>	<b>\$3,984</b>	<b>-</b>	<b>\$21,176</b>	<b>\$18,114</b>	<b>\$724</b>	<b>\$191,656</b>
<b>Disbursements</b>											
<b>Operating Disbursements</b>											
Payroll Cost	-	-	(\$367)	-	-	(\$461)	-	(\$4,324)	(\$29,010)	(\$1,180)	(\$198,156)
Post-Petition Vendor Payments (non-corporate)	-	-	(1,181)	-	-	(428)	-	(3,723)	(3,109)	(437)	(35,069)
GPX Disbursements (Payroll + Vendor Payments)	-	-	-	-	-	-	-	-	-	-	(2,508)
Unallocated Corporate Cost	-	-	-	-	-	-	-	(0)	(2)	-	(7,688)
<b>Total Operating Disbursements</b>	<b>-</b>	<b>-</b>	<b>(\$1,548)</b>	<b>-</b>	<b>-</b>	<b>(\$888)</b>	<b>-</b>	<b>(\$8,047)</b>	<b>(\$32,120)</b>	<b>(\$1,617)</b>	<b>(\$243,421)</b>
<b>Non-Operating Disbursements</b>											
Credit Facility Payments (Interest + Fees)	-	-	-	-	-	-	-	-	-	-	(\$1,956)
Restructuring / Payments on Pre-Petition Obligations	-	-	-	-	-	-	-	(304)	(3,837)	(674)	(16,833)
<b>Total Non-Operating Disbursements</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(\$304)</b>	<b>(\$3,837)</b>	<b>(\$674)</b>	<b>(\$18,788)</b>
<b>Total Disbursements</b>	<b>-</b>	<b>-</b>	<b>(\$1,548)</b>	<b>-</b>	<b>-</b>	<b>(\$888)</b>	<b>-</b>	<b>(\$8,352)</b>	<b>(\$35,957)</b>	<b>(\$2,291)</b>	<b>(\$262,210)</b>
<b>Net Cash Flow</b>	<b>-</b>	<b>-</b>	<b>\$1,300</b>	<b>-</b>	<b>-</b>	<b>\$3,096</b>	<b>-</b>	<b>\$12,825</b>	<b>(\$17,843)</b>	<b>(\$1,567)</b>	<b>(\$70,554)</b>
Beginning Bank Balance	\$2	\$8	\$4,191	-	\$32	\$15,143	\$5	\$10,401	\$10,646	\$5,431	\$202,828
Net Cash Flow	-	-	1,300	-	-	3,096	-	12,825	(17,843)	(1,567)	(70,554)
<b>Ending Bank Balance (Before Interco. Transfers)</b>	<b>\$2</b>	<b>\$8</b>	<b>\$5,491</b>	<b>-</b>	<b>\$32</b>	<b>\$18,238</b>	<b>\$5</b>	<b>\$23,225</b>	<b>(\$7,197)</b>	<b>\$3,864</b>	<b>\$132,275</b>
Intercompany Transfers	-	-	(2,081)	-	-	(12,539)	-	(12,680)	13,000	-	(0)
<b>Ending Bank Balance</b>	<b>\$2</b>	<b>\$8</b>	<b>\$3,410</b>	<b>-</b>	<b>\$32</b>	<b>\$5,699</b>	<b>\$5</b>	<b>\$10,546</b>	<b>\$5,803</b>	<b>\$3,864</b>	<b>\$132,275</b>

In re: Zachry Holdings, Inc.

Lead Case Number: 24-90377 (MI)  
Reporting Period: 8/1/2024 - 8/31/2024

Consolidated Balance Sheet  
As of August 31, 2024

(\$ in 000's)	Zachry Holdings, Inc.	Zachry EPC Holdings, LLC	Zachry Engineering Corporation	ZEC New York, Inc.	Zachry High Voltage Solutions, LLC	UE Properties, Inc.	ZEC Michigan, Inc.	Zachry Constructors, LLC	Zachry Industrial, Inc.	Zachry Enterprise Solutions, LLC	Moss Point Properties, LLC
<b>Current Assets</b>											
Cash and Cash Equivalents	\$218	-	\$8,587	\$1	\$25	\$135	\$22	-	\$90,966	-	\$9
Contract Receivables	-	-	23,398	-	-	306	-	-	47,738	-	-
Unbilled Charges on Incomplete Contracts	-	-	6	-	-	-	-	-	4,655	-	-
Other Accounts Receivable	-	-	-	-	-	-	-	-	13	265	-
Inventories	-	-	-	-	-	-	-	-	4,867	306	-
Prepaid Expenses	-	-	-	-	-	-	-	-	1,685	6,875	-
Other Assets	61,759	-	34	-	-	-	-	-	153	9,722	-
<b>Total Current Assets</b>	<b>\$61,977</b>	<b>-</b>	<b>\$32,025</b>	<b>\$1</b>	<b>\$25</b>	<b>\$441</b>	<b>\$22</b>	<b>-</b>	<b>\$150,077</b>	<b>\$17,168</b>	<b>\$9</b>
<b>Non-Current Assets</b>											
Investment in and Advances to EPC Joint Ventures	-	-	-	-	-	-	-	-	\$360,623	-	-
Intangible Assets, Net of Amortization	-	-	3,056	-	-	-	-	-	2,629	-	-
Goodwill	-	-	52,650	-	-	-	-	-	16,270	-	-
Investment in Subsidiaries	33,869	277,819	29,947	-	-	-	-	-	45,387	-	-
Intercompany Receivables	342,621	12,406	-	832	2,724	23,269	-	-	136,421	-	-
Right-of-Use Lease Assets	-	-	3,392	-	-	-	-	-	29,736	5,045	-
Property, Plant, and Equipment	-	-	3,889	-	-	149	-	-	34,587	1,578	5,879
<b>Total Non-Current Assets</b>	<b>\$376,490</b>	<b>\$290,225</b>	<b>\$92,934</b>	<b>\$832</b>	<b>\$2,724</b>	<b>\$23,418</b>	<b>-</b>	<b>-</b>	<b>\$625,653</b>	<b>\$6,623</b>	<b>\$5,879</b>
<b>Total Assets</b>	<b>\$438,467</b>	<b>\$290,225</b>	<b>\$124,959</b>	<b>\$833</b>	<b>\$2,749</b>	<b>\$23,859</b>	<b>\$22</b>	<b>-</b>	<b>\$775,730</b>	<b>\$23,791</b>	<b>\$5,888</b>
<b>Liabilities</b>											
Trade Accounts Payable	-	-	\$112	-	-	\$26	-	-	\$57,031	\$21,466	\$26
Accrued Expenses	1,741	-	1,451	-	-	2	-	-	7,982	1,066	57
Salaries, Wages, and Payroll Taxes	-	-	2,311	-	-	-	-	-	17,077	3,573	-
Billings in Excess of Cost and Estimated Earnings on Incomplete Contracts	-	-	36	-	-	-	-	-	193,134	-	-
Intercompany Payables	-	-	-	-	-	-	1	-	-	2,183	-
Deferred Compensation and Other Benefits	-	-	-	-	-	-	-	-	-	-	-
Lease Liabilities	-	-	1,407	-	-	-	-	-	-	562	-
Liabilities Subject To Compromise [1]	337,595	-	21,482	-	-	13	7	-	320,847	22,555	7,226
<b>Total Liabilities</b>	<b>\$339,336</b>	<b>-</b>	<b>\$26,799</b>	<b>-</b>	<b>-</b>	<b>\$41</b>	<b>\$8</b>	<b>-</b>	<b>\$596,071</b>	<b>\$51,405</b>	<b>\$7,309</b>
<b>Stockholders' Equity</b>											
Common Stock	\$500	\$110	\$72	-	-	\$72	-	-	\$100	-	-
Additional Contributed Capital	51,905	131,834	117,764	989	-	7,137	-	-	9,684	250	-
Accumulated Other Comprehensive Income	918	2,398	458	-	-	-	-	-	1,940	-	-
Retained Earnings	45,808	155,883	(20,134)	(156)	2,749	16,609	14	-	167,935	(27,864)	(1,421)
<b>Total Stockholders' Equity</b>	<b>\$99,131</b>	<b>\$290,225</b>	<b>\$98,160</b>	<b>\$833</b>	<b>\$2,749</b>	<b>\$23,818</b>	<b>\$14</b>	<b>-</b>	<b>\$179,659</b>	<b>(\$27,614)</b>	<b>(\$1,421)</b>
<b>Total Liabilities and Stockholders' Equity</b>	<b>\$438,467</b>	<b>\$290,225</b>	<b>\$124,959</b>	<b>\$833</b>	<b>\$2,749</b>	<b>\$23,859</b>	<b>\$22</b>	<b>-</b>	<b>\$775,730</b>	<b>\$23,791</b>	<b>\$5,888</b>
<b>[1] Liabilities Subject To Compromise Detail</b>											
Trade Accounts Payable	-	-	\$782	-	-	\$11	-	-	\$153,223	\$5,937	\$3
Accrued Expenses	52	-	3,475	-	-	2	-	-	62,264	994	6,560
Salaries, Wages, and Payroll Taxes	-	-	1,106	-	-	-	-	-	13,481	3,860	-
Billings in Excess of Cost and Estimated Earnings on Incomplete Contracts	-	-	354	-	-	-	-	-	61,123	-	-
Intercompany Payables	-	-	13,351	-	-	-	7	-	-	7,537	663
Revolver Loan	125,000	-	-	-	-	-	-	-	-	-	-
Term Loan, Net of Unamortized Issuance Costs	155,849	-	-	-	-	-	-	-	-	-	-
Deferred Compensation and Other Benefits	56,694	-	49	-	-	-	-	-	158	-	-
Lease Liabilities	-	-	2,365	-	-	-	-	-	30,598	4,227	-
<b>Total Liabilities Subject To Compromise Detail</b>	<b>\$337,595</b>	<b>-</b>	<b>\$21,482</b>	<b>-</b>	<b>-</b>	<b>\$13</b>	<b>\$7</b>	<b>-</b>	<b>\$320,847</b>	<b>\$22,555</b>	<b>\$7,226</b>

In re: Zachry Holdings, Inc.

Lead Case Number: 24-90377 (MI)  
Reporting Period: 8/1/2024 - 8/31/2024Consolidated Balance Sheet  
As of August 31, 2024

(\$ in 000's)	Zachry Nuclear Construction, Inc.	Zachry Nuclear, Inc.	Zachry Nuclear Engineering, Inc.	Computer Simulation & Analysis, Inc.	Zachry Plant Services Holdings, Inc.	JVIC Fabrication, LLC	Zachry Industrial Americas, Inc.	Zachry Maintenance Services, LLC	J.V. Industrial Companies, LLC	Madison Industrial Services Team, LLC	Eliminations	Consolidated Debtors
<b>Current Assets</b>												
Cash and Cash Equivalents	\$2	\$8	\$1,665	–	\$32	\$5,358	\$5	\$9,313	\$3,387	\$3,646	–	\$123,379
Contract Receivables	–	–	9,212	–	–	8,218	–	60,142	163,823	4,398	(12,753)	304,482
Unbilled Charges on Incomplete Contracts	–	–	1,746	–	–	18,178	–	301	18,448	96	–	43,430
Other Accounts Receivable	–	–	–	–	–	–	–	–	–	–	–	278
Inventories	–	–	–	–	–	630	–	–	6,102	244	–	12,149
Prepaid Expenses	–	–	82	–	–	73	–	–	210	–	–	8,925
Other Assets	–	–	–	–	–	–	–	–	436	5	–	72,109
<b>Total Current Assets</b>	<b>\$2</b>	<b>\$8</b>	<b>\$12,705</b>	<b>–</b>	<b>\$32</b>	<b>\$32,457</b>	<b>\$5</b>	<b>\$69,756</b>	<b>\$192,406</b>	<b>\$8,389</b>	<b>(\$12,753)</b>	<b>\$564,752</b>
<b>Non-Current Assets</b>												
Investment in and Advances to EPC Joint Ventures	–	–	–	–	–	–	–	–	–	–	–	\$360,623
Intangible Assets, Net of Amortization	–	–	280	–	–	–	–	–	18,241	–	–	24,206
Goodwill	–	–	–	–	–	–	–	–	115,243	134	–	184,297
Investment in Subsidiaries	–	(38,972)	2,022	–	66,203	–	5	–	18,550	–	(393,190)	41,640
Intercompany Receivables	–	–	–	–	–	–	–	–	–	23,080	(541,353)	–
Right-of-Use Lease Assets	–	–	4,325	–	–	864	–	–	6,711	73	–	50,146
Property, Plant, and Equipment	–	–	331	–	–	1,066	–	235	4,023	120	–	51,857
<b>Total Non-Current Assets</b>	<b>–</b>	<b>(\$38,972)</b>	<b>\$6,958</b>	<b>–</b>	<b>\$66,203</b>	<b>\$1,930</b>	<b>\$5</b>	<b>\$235</b>	<b>\$162,768</b>	<b>\$23,407</b>	<b>(\$934,543)</b>	<b>\$712,769</b>
<b>Total Assets</b>	<b>\$2</b>	<b>(\$38,964)</b>	<b>\$19,663</b>	<b>–</b>	<b>\$66,235</b>	<b>\$34,387</b>	<b>\$10</b>	<b>\$69,991</b>	<b>\$355,174</b>	<b>\$31,796</b>	<b>(\$947,296)</b>	<b>\$1,277,521</b>
<b>Liabilities</b>												
Trade Accounts Payable	–	–	\$380	–	–	\$3,735	–	\$2,838	\$7,251	\$434	–	\$93,299
Accrued Expenses	–	–	1,276	–	–	420	–	90	467	65	–	14,617
Salaries, Wages, and Payroll Taxes	–	–	440	–	–	448	–	6,456	5,275	613	–	36,193
Billings in Excess of Cost and Estimated Earnings on Incomplete Contracts	–	–	(115)	–	–	55	–	–	132	–	–	193,242
Intercompany Payables	382	(83)	1,669	–	2,454	742	–	2,144	24,898	–	–	34,390
Deferred Compensation and Other Benefits	–	–	–	–	5	–	–	–	8	–	–	13
Lease Liabilities	–	–	1,885	–	–	864	–	–	6,887	73	–	11,678
Liabilities Subject To Compromise [1]	1,397	490	51,323	–	253,154	46,458	6	36,012	248,215	2,284	(554,106)	794,958
<b>Total Liabilities</b>	<b>\$1,779</b>	<b>\$407</b>	<b>\$56,858</b>	<b>–</b>	<b>\$255,613</b>	<b>\$52,722</b>	<b>\$6</b>	<b>\$47,540</b>	<b>\$293,133</b>	<b>\$3,469</b>	<b>(\$554,106)</b>	<b>\$1,178,390</b>
<b>Stockholders' Equity</b>												
Common Stock	\$1	\$10	–	–	\$10	–	–	–	–	–	(375)	\$500
Additional Contributed Capital	2,999	4,805	1,806	–	1,871	1,465	–	479	76,455	5,540	(363,078)	51,905
Accumulated Other Comprehensive Income	–	119	–	–	(1,599)	–	–	–	2	–	(3,437)	918
Retained Earnings	(4,777)	(44,305)	(39,120)	–	(189,660)	(19,800)	4	21,972	(14,416)	22,787	(26,300)	45,808
<b>Total Stockholders' Equity</b>	<b>(\$1,777)</b>	<b>(\$39,371)</b>	<b>(\$37,195)</b>	<b>–</b>	<b>(\$189,378)</b>	<b>(\$18,335)</b>	<b>\$4</b>	<b>\$22,451</b>	<b>\$62,041</b>	<b>\$28,327</b>	<b>(\$393,190)</b>	<b>\$99,131</b>
<b>Total Liabilities and Stockholders' Equity</b>	<b>\$2</b>	<b>(\$38,964)</b>	<b>\$19,663</b>	<b>–</b>	<b>\$66,235</b>	<b>\$34,387</b>	<b>\$10</b>	<b>\$69,991</b>	<b>\$355,174</b>	<b>\$31,796</b>	<b>(\$947,296)</b>	<b>\$1,277,521</b>
<b>[1] Liabilities Subject To Compromise Detail</b>												
Trade Accounts Payable	–	–	\$2,909	–	–	\$2,650	–	\$8,161	\$28,657	\$530	(12,753)	\$190,110
Accrued Expenses	–	–	1,293	–	24	18	–	62	14,502	900	–	90,146
Salaries, Wages, and Payroll Taxes	–	–	209	–	–	88	–	5,370	1,638	848	–	26,600
Billings in Excess of Cost and Estimated Earnings on Incomplete Contracts	–	–	534	–	–	1,013	–	–	899	6	–	63,929
Intercompany Payables	1,397	490	43,884	–	253,130	42,689	6	22,419	202,519	–	(541,353)	46,739
Revolver Loan	–	–	–	–	–	–	–	–	–	–	–	125,000
Term Loan, Net of Unamortized Issuance Costs	–	–	–	–	–	–	–	–	–	–	–	155,849
Deferred Compensation and Other Benefits	–	–	8	–	–	–	–	–	–	–	–	56,909
Lease Liabilities	–	–	2,486	–	–	–	–	–	–	–	–	39,676
<b>Total Liabilities Subject To Compromise Detail</b>	<b>\$1,397</b>	<b>\$490</b>	<b>\$51,323</b>	<b>–</b>	<b>\$253,154</b>	<b>\$46,458</b>	<b>\$6</b>	<b>\$36,012</b>	<b>\$248,215</b>	<b>\$2,284</b>	<b>(\$554,106)</b>	<b>\$794,958</b>

In re: Zachry Holdings, Inc.

Lead Case Number: 24-90377 (MI)  
Reporting Period: 8/1/2024 - 8/31/2024Statement of Operations

For the Period from August 1, 2024 to August 31, 2024

(\$ in 000's)	Zachry Holdings, Inc.	Zachry EPC Holdings, LLC	Zachry Engineering Corporation	ZEC New York, Inc.	Zachry High Voltage Solutions, LLC	UE Properties, Inc.	ZEC Michigan, Inc.	Zachry Constructors, LLC	Zachry Industrial, Inc.	Zachry Enterprise Solutions, LLC	Moss Point Properties, LLC
<u>Revenue</u>											
Earned Revenue	-	-	\$9,237	-	-	\$43	-	-	\$394,368	-	\$1
<b>Revenue</b>	<b>-</b>	<b>-</b>	<b>\$9,237</b>	<b>-</b>	<b>-</b>	<b>\$43</b>	<b>-</b>	<b>-</b>	<b>\$394,368</b>	<b>-</b>	<b>\$1</b>
Cost of Earned Revenue	-	-	\$6,568	-	-	\$26	-	-	\$367,003	-	\$19
<b>Gross Margin</b>	<b>-</b>	<b>-</b>	<b>\$2,669</b>	<b>-</b>	<b>-</b>	<b>\$17</b>	<b>-</b>	<b>-</b>	<b>\$27,365</b>	<b>-</b>	<b>(\$18)</b>
<u>Operating Expenses</u>											
Selling, General, and Administrative Expense	-	-	\$1,862	-	-	-	-	-	\$8,250	-	\$43
Amortization of Intangibles	-	-	447	-	-	-	-	-	54	-	-
<b>Total Operating Expenses</b>	<b>-</b>	<b>-</b>	<b>\$2,309</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$8,304</b>	<b>-</b>	<b>\$43</b>
<b>Operating Income / (Loss)</b>	<b>-</b>	<b>-</b>	<b>\$360</b>	<b>-</b>	<b>-</b>	<b>\$17</b>	<b>-</b>	<b>-</b>	<b>\$19,061</b>	<b>-</b>	<b>(\$61)</b>
<u>Other (Income) / Expense</u>											
Interest Expense	940	-	-	-	-	-	-	-	4	-	3
Other (Income) Expense, net	(1,610)	(58)	57	-	(12)	(107)	1	-	(968)	47	-
<b>Other (Income) / Expense</b>	<b>(\$670)</b>	<b>(\$58)</b>	<b>\$57</b>	<b>-</b>	<b>(\$12)</b>	<b>(\$107)</b>	<b>\$1</b>	<b>-</b>	<b>(\$964)</b>	<b>\$47</b>	<b>\$3</b>
<u>Restructuring Items</u>											
Restructuring Items	-	-	\$24	-	-	-	-	-	(\$175)	\$8,836	-
<b>Income / (Loss) After Restructuring Items</b>	<b>\$670</b>	<b>\$58</b>	<b>\$279</b>	<b>-</b>	<b>\$12</b>	<b>\$124</b>	<b>(\$1)</b>	<b>-</b>	<b>\$20,200</b>	<b>(\$8,883)</b>	<b>(\$64)</b>
Equity in (Earning) Loss of Subsidiaries	(7,631)	(17,802)	(77)	-	-	-	-	-	51	-	-
<b>Income / (Loss) Before Taxes</b>	<b>\$8,301</b>	<b>\$17,860</b>	<b>\$356</b>	<b>-</b>	<b>\$12</b>	<b>\$124</b>	<b>(\$1)</b>	<b>-</b>	<b>\$20,149</b>	<b>(\$8,883)</b>	<b>(\$64)</b>
Income Tax Expense (Benefit)	-	-	-	-	-	-	-	-	\$2,704	-	-
<b>Net Income (Loss)</b>	<b>\$8,301</b>	<b>\$17,860</b>	<b>\$356</b>	<b>-</b>	<b>\$12</b>	<b>\$124</b>	<b>(\$1)</b>	<b>-</b>	<b>\$17,445</b>	<b>(\$8,883)</b>	<b>(\$64)</b>

In re: Zachry Holdings, Inc.

Lead Case Number: 24-90377 (MI)  
Reporting Period: 8/1/2024 - 8/31/2024

**Statement of Operations**  
For the Period from August 1, 2024 to August 31, 2024

(\$ in 000's)	Zachry Nuclear Construction, Inc.	Zachry Nuclear, Inc.	Zachry Nuclear Engineering, Inc.	Computer Simulation & Analysis, Inc.	Zachry Plant Services Holdings, Inc.	JVIC Fabrication, LLC	Zachry Industrial Americas, Inc.	Zachry Maintenance Services, LLC	J.V. Industrial Companies, LLC	Madison Industrial Services Team, LLC	Eliminations	Consolidated Debtors
<b>Revenue</b>												
Earned Revenue	-	-	\$3,210	-	-	\$3,797	-	\$29,937	\$44,927	\$2,177	(\$4,827)	\$482,870
<b>Revenue</b>	<b>-</b>	<b>-</b>	<b>\$3,210</b>	<b>-</b>	<b>-</b>	<b>\$3,797</b>	<b>-</b>	<b>\$29,937</b>	<b>\$44,927</b>	<b>\$2,177</b>	<b>(\$4,827)</b>	<b>\$482,870</b>
<b>Cost of Earned Revenue</b>												
Cost of Earned Revenue	-	-	\$2,353	-	-	\$6,057	-	\$27,527	\$39,337	\$1,922	(\$4,827)	\$445,985
<b>Gross Margin</b>	<b>-</b>	<b>-</b>	<b>\$857</b>	<b>-</b>	<b>-</b>	<b>(\$2,260)</b>	<b>-</b>	<b>\$2,410</b>	<b>\$5,590</b>	<b>\$255</b>	<b>-</b>	<b>\$36,885</b>
<b>Operating Expenses</b>												
Selling, General, and Administrative Expense	\$62	-	\$992	-	(\$1)	\$505	-	\$1,331	\$2,377	\$169	-	\$15,590
Amortization of Intangibles	-	-	-	-	-	-	-	-	386	-	-	887
<b>Total Operating Expenses</b>	<b>\$62</b>	<b>-</b>	<b>\$992</b>	<b>-</b>	<b>(\$1)</b>	<b>\$505</b>	<b>-</b>	<b>\$1,331</b>	<b>\$2,763</b>	<b>\$169</b>	<b>-</b>	<b>\$16,477</b>
<b>Operating Income / (Loss)</b>	<b>(\$62)</b>	<b>-</b>	<b>(\$135)</b>	<b>-</b>	<b>\$1</b>	<b>(\$2,765)</b>	<b>-</b>	<b>\$1,079</b>	<b>\$2,827</b>	<b>\$86</b>	<b>-</b>	<b>\$20,408</b>
<b>Other (Income) / Expense</b>												
Interest Expense	-	-	-	-	1,089	-	-	-	-	22	-	2,058
Other (Income) Expense, net	17	(11)	199	-	1,113	190	-	107	906	-	-	(129)
<b>Other (Income) / Expense</b>	<b>\$17</b>	<b>(\$11)</b>	<b>\$199</b>	<b>-</b>	<b>\$2,202</b>	<b>\$190</b>	<b>-</b>	<b>\$107</b>	<b>\$906</b>	<b>\$22</b>	<b>-</b>	<b>\$1,929</b>
<b>Restructuring Items</b>												
Restructuring Items	-	-	\$9	-	-	\$5	-	\$51	(\$797)	\$11	-	\$7,964
<b>Income / (Loss) After Restructuring Items</b>	<b>(\$79)</b>	<b>\$11</b>	<b>(\$343)</b>	<b>-</b>	<b>(\$2,201)</b>	<b>(\$2,960)</b>	<b>-</b>	<b>\$921</b>	<b>\$2,718</b>	<b>\$53</b>	<b>-</b>	<b>\$10,515</b>
<b>Equity in (Earning) Loss of Subsidiaries</b>												
Equity in (Earning) Loss of Subsidiaries	-	422	-	-	(1,264)	-	-	-	(53)	-	25,865	(489)
<b>Income / (Loss) Before Taxes</b>	<b>(\$79)</b>	<b>(\$411)</b>	<b>(\$343)</b>	<b>-</b>	<b>(\$937)</b>	<b>(\$2,960)</b>	<b>-</b>	<b>\$921</b>	<b>\$2,771</b>	<b>\$53</b>	<b>(\$25,865)</b>	<b>\$11,004</b>
<b>Income Tax Expense (Benefit)</b>												
Income Tax Expense (Benefit)	-	-	-	-	-	-	-	-	-	-	-	\$2,704
<b>Net Income (Loss)</b>	<b>(\$79)</b>	<b>(\$411)</b>	<b>(\$343)</b>	<b>-</b>	<b>(\$937)</b>	<b>(\$2,960)</b>	<b>-</b>	<b>\$921</b>	<b>\$2,771</b>	<b>\$53</b>	<b>(\$25,865)</b>	<b>\$8,300</b>

In re: Zachry Holdings, Inc.

Lead Case Number: 24-90377 (MI)  
Reporting Period: 8/1/2024 - 8/31/2024**Summary of Bank Accounts**  
As of August 31, 2024

<b>Zachry Holdings, Inc.</b>				
<b>Account Type</b>	<b>Entity</b>	<b>Bank</b>	<b>Bank Account Number</b>	<b>Bank Balance as of 8/31/2024</b>
PAC	Zachry Holdings, Inc.	Bank of America	x4993	–
Operating	Zachry Holdings, Inc.	Bank of America	x6305	–
<b>Total</b>				<b>–</b>

<b>Zachry EPC Holdings, LLC</b>				
<b>Account Type</b>	<b>Entity</b>	<b>Bank</b>	<b>Bank Account Number</b>	<b>Bank Balance as of 8/31/2024</b>
Operating	Zachry EPC Holdings, LLC	No Bank Account	-	–
<b>Total</b>				<b>–</b>

<b>Zachry Engineering Corporation</b>				
<b>Account Type</b>	<b>Entity</b>	<b>Bank</b>	<b>Bank Account Number</b>	<b>Bank Balance as of 8/31/2024</b>
Disbursement	Zachry Engineering Corporation	Bank of America	x0213	–
Payroll	Zachry Engineering Corporation	Frost National Bank	x1168	\$5,000
Operating	Zachry Engineering Corporation	JPMorgan Chase Bank	x5223	\$9,090,162
Disbursement	Zachry Engineering Corporation	JPMorgan Chase Bank	x5538	–
Operating	Zachry Engineering Corporation	Bank of America	x8034	\$13,510
Tax	Zachry Engineering Corporation	Bank of America	x8047	\$9,131
Payroll Tax	Zachry Engineering Corporation	Bank of America	x8050	\$1,360
<b>Total</b>				<b>\$9,119,163</b>

<b>ZEC New York, Inc.</b>				
<b>Account Type</b>	<b>Entity</b>	<b>Bank</b>	<b>Bank Account Number</b>	<b>Bank Balance as of 8/31/2024</b>
Operating	ZEC New York, Inc.	Amarillo National Bank	x6310	\$1,298
<b>Total</b>				<b>\$1,298</b>

<b>Zachry High Voltage Solutions, LLC</b>				
<b>Account Type</b>	<b>Entity</b>	<b>Bank</b>	<b>Bank Account Number</b>	<b>Bank Balance as of 8/31/2024</b>
Operating	Zachry High Voltage Solutions, LLC	Amarillo National Bank	x0354	\$25,326
<b>Total</b>				<b>\$25,326</b>

<b>UE Properties, Inc.</b>				
<b>Account Type</b>	<b>Entity</b>	<b>Bank</b>	<b>Bank Account Number</b>	<b>Bank Balance as of 8/31/2024</b>
Operating	UE Properties, Inc.	Amarillo National Bank	x4685	\$134,894
<b>Total</b>				<b>\$134,894</b>

<b>ZEC Michigan, Inc.</b>				
<b>Account Type</b>	<b>Entity</b>	<b>Bank</b>	<b>Bank Account Number</b>	<b>Bank Balance as of 8/31/2024</b>
Operating	ZEC Michigan, Inc.	Amarillo National Bank	x0714	\$16,937
Payroll	ZEC Michigan, Inc.	Frost National Bank	x2076	\$5,000
<b>Total</b>				<b>\$21,937</b>



In re: Zachry Holdings, Inc.

Lead Case Number: 24-90377 (MI)  
Reporting Period: 8/1/2024 - 8/31/2024**Summary of Bank Accounts**  
As of August 31, 2024

<b>Zachry Constructors, LLC</b>				
<b>Account Type</b>	<b>Entity</b>	<b>Bank</b>	<b>Bank Account Number</b>	<b>Bank Balance as of 8/31/2024</b>
Operating	Zachry Constructors, LLC	Bank of America	x1359	–
Payroll	Zachry Constructors, LLC	Frost National Bank	x9162	–
<b>Total</b>				<b>–</b>

<b>Zachry Industrial, Inc.</b>				
<b>Account Type</b>	<b>Entity</b>	<b>Bank</b>	<b>Bank Account Number</b>	<b>Bank Balance as of 8/31/2024</b>
Tax	Zachry Industrial, Inc.	Bank of America	x0198	\$52,368
Payroll	Zachry Industrial, Inc.	Frost National Bank	x0220	\$1,880,184
Giftshop	Zachry Industrial, Inc.	Bank of America	x0999	\$9,981
Disbursement	Zachry Industrial, Inc.	Bank of America	x1584	–
Payroll	Zachry Industrial, Inc.	Bank of America	x2531	\$6,177
Disbursement	Zachry Industrial, Inc.	Bank of America	x2560	–
Tax	Zachry Industrial, Inc.	Bank of America	x2800	\$47,035
Petty Cash	Zachry Industrial, Inc.	Bank of America	x2985	\$8,018
Payroll	Zachry Industrial, Inc.	Frost National Bank	x3565	–
Payroll Tax	Zachry Industrial, Inc.	Bank of America	x3652	\$804,999
Operating	Zachry Industrial, Inc.	Bank of America	x4721	\$155,076
Operating	Zachry Industrial, Inc.	International Bank Of Commerce	x6378	\$4,999,814
Operating	Zachry Industrial, Inc.	Bank of America	x7300	\$85,598,399
Payroll	Zachry Industrial, Inc.	Frost National Bank	x7938	\$25,000
<b>Total</b>				<b>\$93,587,051</b>

<b>Zachry Enterprise Solutions, LLC</b>				
<b>Account Type</b>	<b>Entity</b>	<b>Bank</b>	<b>Bank Account Number</b>	<b>Bank Balance as of 8/31/2024</b>
Operating	Zachry Enterprise Solutions, LLC	Bank of America	x1375	–
Payroll	Zachry Enterprise Solutions, LLC	Frost National Bank	x9146	–
<b>Total</b>				<b>–</b>

<b>Moss Point Properties, LLC</b>				
<b>Account Type</b>	<b>Entity</b>	<b>Bank</b>	<b>Bank Account Number</b>	<b>Bank Balance as of 8/31/2024</b>
Operating	Moss Point Properties, LLC	Bank of America	x9020	\$15,538
<b>Total</b>				<b>\$15,538</b>

<b>Zachry Nuclear Construction, Inc.</b>				
<b>Account Type</b>	<b>Entity</b>	<b>Bank</b>	<b>Bank Account Number</b>	<b>Bank Balance as of 8/31/2024</b>
Operating	Zachry Nuclear Construction, Inc.	Bank of America	x3557	\$2,407
<b>Total</b>				<b>\$2,407</b>

<b>Zachry Nuclear, Inc.</b>				
<b>Account Type</b>	<b>Entity</b>	<b>Bank</b>	<b>Bank Account Number</b>	<b>Bank Balance as of 8/31/2024</b>
Operating	Zachry Nuclear, Inc.	Bank of America	x3492	\$7,986
<b>Total</b>				<b>\$7,986</b>

In re: Zachry Holdings, Inc.

Lead Case Number: 24-90377 (MI)  
Reporting Period: 8/1/2024 - 8/31/2024**Summary of Bank Accounts**  
As of August 31, 2024

<b>Zachry Nuclear Engineering, Inc.</b>				
<b>Account Type</b>	<b>Entity</b>	<b>Bank</b>	<b>Bank Account Number</b>	<b>Bank Balance as of 8/31/2024</b>
Operating	Zachry Nuclear Engineering, Inc.	Bank of America	x0126	\$41,741
Operating	Zachry Nuclear Engineering, Inc.	PNC	x4355	\$18,169
Operating	Zachry Nuclear Engineering, Inc.	Texas Capital Bank	x4865	\$3,228,367
Credit Card	Zachry Nuclear Engineering, Inc.	US Bank	x5974	\$116,896
Payroll	Zachry Nuclear Engineering, Inc.	Frost National Bank	x6589	\$5,000
<b>Total</b>				<b>\$3,410,173</b>

<b>Computer Simulation &amp; Analysis, Inc.</b>				
<b>Account Type</b>	<b>Entity</b>	<b>Bank</b>	<b>Bank Account Number</b>	<b>Bank Balance as of 8/31/2024</b>
Operating	Computer Simulation & Analysis, Inc.	No Bank Account	-	-
<b>Total</b>				<b>-</b>

<b>Zachry Plant Services Holdings, Inc.</b>				
<b>Account Type</b>	<b>Entity</b>	<b>Bank</b>	<b>Bank Account Number</b>	<b>Bank Balance as of 8/31/2024</b>
Payroll	Zachry Plant Services Holdings, Inc.	Frost National Bank	x7365	\$5,000
Operating	Zachry Plant Services Holdings, Inc.	Bank of America	x9376	\$26,653
<b>Total</b>				<b>\$31,653</b>

<b>JVIC Fabrication, LLC</b>				
<b>Account Type</b>	<b>Entity</b>	<b>Bank</b>	<b>Bank Account Number</b>	<b>Bank Balance as of 8/31/2024</b>
Payroll	JVIC Fabrication, LLC	Frost National Bank	x9170	-
Operating	JVIC Fabrication, LLC	Amegy	x9402	\$5,698,976
<b>Total</b>				<b>\$5,698,976</b>

<b>Zachry Industrial Americas, Inc.</b>				
<b>Account Type</b>	<b>Entity</b>	<b>Bank</b>	<b>Bank Account Number</b>	<b>Bank Balance as of 8/31/2024</b>
Operating	Zachry Industrial Americas, Inc.	Bank of America	x4246	\$5,000
<b>Total</b>				<b>\$5,000</b>

<b>Zachry Maintenance Services, LLC</b>				
<b>Account Type</b>	<b>Entity</b>	<b>Bank</b>	<b>Bank Account Number</b>	<b>Bank Balance as of 8/31/2024</b>
Operating	Zachry Maintenance Services, LLC	Bank of America	x1362	\$10,545,765
Payroll	Zachry Maintenance Services, LLC	Frost National Bank	x9138	-
<b>Total</b>				<b>\$10,545,765</b>

In re: Zachry Holdings, Inc.

Lead Case Number: 24-90377 (MI)  
Reporting Period: 8/1/2024 - 8/31/2024**Summary of Bank Accounts**  
As of August 31, 2024

<b>J.V. Industrial Companies, LLC</b>				
<b>Account Type</b>	<b>Entity</b>	<b>Bank</b>	<b>Bank Account Number</b>	<b>Bank Balance as of 8/31/2024</b>
Operating	J.V. Industrial Companies, LLC	Amegy	x5286	–
Disbursement	J.V. Industrial Companies, LLC	Amegy	x5681	–
Sweep	J.V. Industrial Companies, LLC	Amegy	x7567	\$4,359,042
Payroll	J.V. Industrial Companies, LLC	Wells Fargo Bank	x7829	\$1,444,218
<b>Total</b>				<b>\$5,803,260</b>
<b>Madison Industrial Services Team, LLC</b>				
<b>Account Type</b>	<b>Entity</b>	<b>Bank</b>	<b>Bank Account Number</b>	<b>Bank Balance as of 8/31/2024</b>
Operating	Madison Industrial Services Team, LLC	Amegy	x0515	\$3,233,114
Payroll	Madison Industrial Services Team, LLC	Wells Fargo Bank	x1374	\$291,073
Payroll	Madison Industrial Services Team, LLC	Bank of America	x6494	\$339,889
<b>Total</b>				<b>\$3,864,076</b>
<b>Total Bank Balance as of 8/31/2024</b>				<b>\$132,274,502</b>