HAPPENINGS

Quarterly Newsletter

ISSUE 24 • OCTOBER 2026







COMPANY NEWS

EAST COAST REPAIR & FABRICATION

- The Virginia team had a busy third quarter successfully completing work aboard the USS Gunston Hall (LSD-44), USS Tortuga (LSD-46), and APL 71.
- During the third quarter, the BASE A Team reached key milestones by completing Units 6316 and 5946. These accomplishments reflect the team's skill, dedication, and continued commitment to high-quality results. Awesome job, Team!
- ECR proudly sponsored and attended the VSRA Annual Member Networking Social, connecting with fellow ship repair professionals and strengthening our partnership with the Virginia Ship Repair Association.
- After nearly 20 years of dedicated service, David Sobota retired from ECR. Since joining the company in 2007, he held several leadership roles, including Structural Supervisor, Production Manager, and Superintendent II, and served as ECR's liaison at Colonial Welding LLC. His commitment, integrity, and ability to build strong teams will be greatly missed.

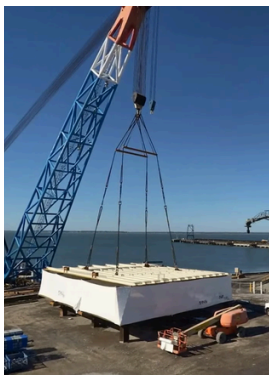








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- In July and August, the Pier 15 strengthening project reached a major milestone with the completion of its three concrete pours, finishing the concrete phase of the upgrades. Future improvements will include utility extensions, enhanced lighting, and additional security cameras.

- In mid-September, ECR hosted Hole 16 at the 40th Annual VSRA Golf Tournament at Cypress Point Country Club, enjoying a great day of networking with maritime industry partners and the VSRA community.

- The USS Hershel "Woody" Williams (ESB-4) ROH and IA3 were completed on schedule in late September. The team is now preparing for the vessel's departure from the River Port facility, where the work was performed.

- At September's Fleet Modernization Maintenance Symposium (FMMS) in Virginia Beach, ECR highlighted its current work and shared its vision for the future of ECR and River Port, LLC. The announcement showcased S23 Holdings LLC's $180 million investment in a 25,000-ton Bardex OmniLift® and a new manufacturing facility. Together, these additions will bring unmatched capabilities to Hampton Roads, expand capacity for ship repair, modernization, and module manufacturing, create local jobs and new career opportunities, and strengthen support for U.S. Navy, Military Sealift Command, and commercial maritime customers.

- Work onboard the USS Carter Hall (LSD-50) began in early October. This CMAV availability is expected to wrap up in early February 2027.

- The Virginia team welcomed the USS Bainbridge (DDG-96) in mid-August, and work is progressing well. The project will continue into the new year, with completion expected in June 2027.

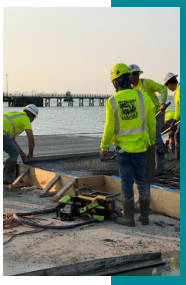
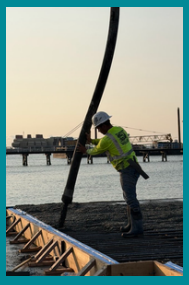
- Throughout the third quarter, several ECR team members were recognized through Employee Anniversary, Trade Spotlight, and Career Advancement Spotlight features. We encourage everyone to visit our LinkedIn, Facebook, and Instagram pages to celebrate these colleagues and learn more about their accomplishments: Selena Harrison, David Sobota Sr., Deborah York, Tracy Bryant, Conrado David, Marquel Brown, Lorenzo Evans, Ricky Whisonant, Alfredo David, and Victor Williams.

- The Florida team is nearing completion of the ISRA aboard the USS Winston S. Churchill (DDG-81), with work expected to conclude by the end of October.

- During the third quarter, the Florida team successfully completed a Gas Turbine Engine (GTE) changeout aboard the USS Beloit (LCS-29) for Lockheed Martin Corporation (LMCO).

- Our Florida team is preparing to begin CMAV work aboard the USS Carney and USS Lassen in mid-October, with both projects expected to be completed by mid-November.

- Our California operations team is currently performing CMAV work aboard the USS Sterett (DDG-104). Work began in late September and is expected to be completed by the end of October.

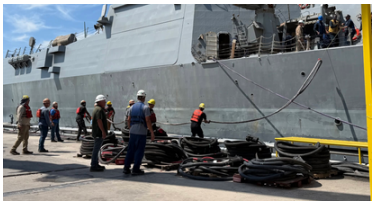









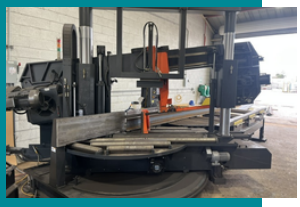














JACKSONVILLE MACHINE & REPAIR (JMR)

- At Jacksonville Machine & Repair (JMR), we continue to invest in equipment that expands our capabilities, improves efficiency, and helps us deliver high-quality results in less time. Our latest additions—an American Turnmaster heavy-duty CNC lathe and two Cosen band saws—strengthen our ability to support ship repair, industrial, commercial, and fabrication projects from raw material through final machining, cutting, fitting, and alignment.

- A new American Turnmaster HNC-E 28x80 heavy-duty CNC lathe adds capacity for large shafts, pins, bushings, sleeves, couplings, hubs, rollers, flanges, and marine or industrial components. It accommodates workpieces up to 8,000 pounds, with 10 feet between centers and a 32-inch turning radius.

- JMR has increased its high-capacity cutting power with a new Cosen SH-1000DM dual-column, dual-miter hydraulic band saw, improving the speed and consistency of processing structural steel, plate, bar, pipe, tubing, shafts, and other heavy fabrication materials.

- A new Cosen V-2230NC vertical tilt-frame band saw provides more versatile material processing with accurate, controlled cutting for large or complex structural components, heavy plate, round and square stock, specialty work, and production applications.

- Together, these equipment investments support faster, more efficient production by reducing bottlenecks, shortening setup and processing times, improving dimensional consistency, and expanding JMR's capacity to complete larger projects with greater control.

- JMR welcomed the M/V OCEARCH to its Jacksonville facility for a 10-year refit. The one-of-a-kind research vessel supports expeditions focused on great white sharks and other marine species, and our team is proud to apply its craftsmanship and attention to detail to keep it safe, reliable, and mission-ready. Work is well underway, and our team is aiming to complete this project by the end of the year.

- JMR recently completed a three-craft haul-out, safely using a 600-ton crane to bring three pre-positioning craft ashore for comprehensive repairs and maintenance at its waterfront facility. The projects involved a broad range of structural, mechanical, and electrical repairs, demonstrating JMR's ability to coordinate and support multiple disciplines under one roof.

- At JMR, our goal is simple: to provide customers with a complete repair solution that minimizes downtime and coordinates multiple trades through one experienced team. With waterfront access and capabilities spanning heavy lifting, fabrication, machining, mechanical and electrical work, blasting, and preservation, JMR is equipped to deliver complete vessel repair solutions for commercial, government, and military customers. One facility. Multiple capabilities. One team focused on getting the job done.

























COLONIAL WELDING

- Colonial Welding kicked off the summer with a team outing aboard the Rudee Rocket in Virginia Beach, featuring dolphin watching and lunch with employees and their families at CP Shuckers.
- Tony Delicarpinni retired in September after 13 years of dedicated service with Auxiliary Systems and Colonial Welding. A valued mentor and trusted source of knowledge, Tony made a lasting impact on the team.
- Colonial welcomed new project managers, mechanics, and welders to support ongoing work and meet growing customer demand.
- Colonial supported ECR's demanding project schedules with in-house fabrication for the USS Gravely, USS Stout, and USS Bainbridge, along with two new 25-foot gangways to improve shipboard access.
- Colonial experienced strong growth in new customers and high-volume manufacturing work, including government, shipboard, and medical OEM projects.
- Work with Kaeser Compressor remained steady throughout the year, averaging at least one enclosure project per month, with several more already scheduled before year-end.
- Colonial entered the planning and development phase with another large Virginia-based enclosure company, creating opportunities to expand the division to a two-shift operation and beyond.
- Building on a longstanding partnership with Norfolk Botanical Garden, Colonial recently designed and fabricated merchandise racks for the new Perry Conservatory. Previous projects include the garden's large butterfly sculptures, arches, and rose garden "tree."
- As Colonial's workload and customer base grow, safety and quality remain the team's top priorities.
- Monthly safety themes and daily toolbox talks have been tailored to reinforce safe practices and sustain strong performance.
- With support from ECR Quality Assurance and Dave Martin, Colonial is updating its quality management system to strengthen processes and enhance its appeal to prospective customers.



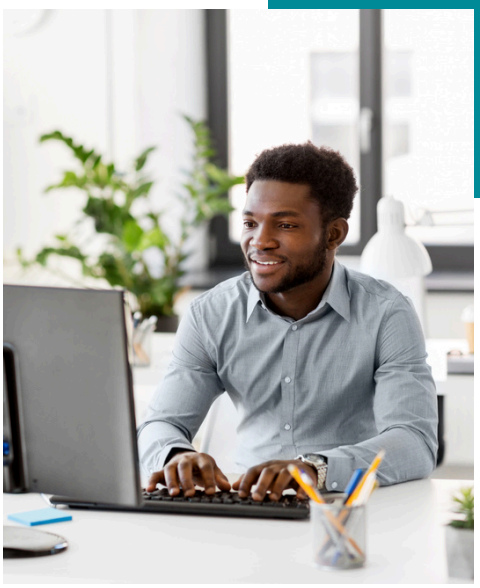




IT INSIDER

MICROSOFT 365 COMMERCIAL VS. GCC HIGH – WHAT'S DIFFERENT?

BY CHRIS GARDNER



As you know, we are currently transitioning our Microsoft 365 environment, including Outlook, Teams, SharePoint, OneDrive, and related security and compliance settings, from Microsoft 365 Commercial to Microsoft 365 Government Community Cloud High (GCC High). This move will help us meet federal requirements for protecting sensitive information handled by government contractors, including Controlled Unclassified Information (CUI) and data regulated by the International Traffic in Arms Regulations (ITAR).

The good news is Outlook, Teams, OneDrive, SharePoint, Word, Excel, and PowerPoint will still feel familiar. The main differences are related to security, external collaboration, integrations, and feature availability.



What You May Notice

- Outlook: Email and calendars work as expected, but some third-party integrations and external services may be restricted.
- Teams: Chat, meetings, channels, and screen sharing are available, but some collaboration features and communication with users outside GCC High may be limited. Some emoji/GIF options will be unavailable.
- OneDrive & SharePoint: File storage and collaboration work normally within the environment, but external sharing is more controlled.
- Office Apps: Word, Excel, and PowerPoint remain familiar, although some cloud-connected or newer features may not be available.
- New Features: Commercial Microsoft 365 typically receives new features first. GCC High features may arrive later, work differently, or not be available.
- Third-Party Apps: Some applications and integrations that connect to Commercial Microsoft 365 may not be supported in GCC High.

Why the Difference?

GCC High is designed with additional security, compliance, and isolation requirements. Those controls are intentional and help protect sensitive company, customer, and government information.

So if something works in Commercial but not in GCC High, it doesn't necessarily mean something is broken—it may be a security or compliance requirement.



IT Insider Tip

When in doubt, ask IT before trying a workaround. A restriction that seems inconvenient may be there to protect the information we're trusted to handle.

Commercial = broader connectivity and features.
GCC High = greater isolation and additional security controls.

The applications may look familiar, but the environment behind them is different.



QA INSIGHTS

INTERNAL AUDITING ECR'S QMS

BY DAVID MARTIN

Being an ECR Quality Management System (QMS) Internal Auditor enables one to see the inner workings and gain a global understanding of ECR's processes, ensure compliance with the company's standards, and directly impact improvements to ECR's operations.

Key Benefits of the Role

I**mpact Safety and Quality:** Auditors catch critical defects and procedural gaps before they result in major failures, injuries, or costly rework.

Master High-Stakes Standards: Auditors gain deep, highly marketable expertise in complex standards like ISO 9001 and NAVSEA requirements.

Cross-Functional Visibility: Internal Auditors look across every department—from management and procurement to shop-floor fabrication and customer satisfaction—giving Internal Auditors a holistic view of how the entire shipyard runs.

Career Advancement: Internal auditing builds strong skills in root-cause analysis, risk management, and executive communication, which may serve as a stepping stone to management or operations leadership.

Key skills for internal quality auditors

- Internal quality auditors must understand the strategic objectives of the organization and how a QMS supports these objectives.
- They should be able to determine risks, identify areas of improvement and communicate their findings to top management.
- Critical thinkers with a strong sense of confidentiality, ethics, and good communication are typically the most effective auditors.

Typical requirements for internal auditors

- To properly assess and improve quality systems, internal auditors must understand different roles and responsibilities within the ship repair processes. They must assess processes, convey facts, advise and serve as catalysts for improvement.
- More critically, auditors must be independent and impartial. They must be able to provide objective and unbiased opinions about the way processes are managed and reported within the organization.
- As such, internal audits can only be carried out by auditors who are not responsible for the systems, processes or products being audited.

ECR has a team of Internal Auditors that function in various roles within different departments. ECR's QMS Auditors have received required training and national certification as ISO Internal QMS Auditors. The training is comprised of 40 hours of classroom instruction and may include hands-on training during an actual internal audit.

If you are interested in becoming an ECR Internal Auditor, contact your immediate Supervisor who can then contact me directly so that I may further clarify the duties and yearly obligations involved with the Internal Auditing process.



SAFETY TALK

WORKING SAFELY: MORE THAN A REQUIREMENT, IT'S A RESPONSIBILITY

BY JASON KJOS

Every day, employees come to work with the expectation of returning home safely to their families. While productivity, quality, and customer satisfaction are important business goals, none of them are more important than the health and well-being of our workforce. Working safely is not just a company policy or regulatory requirement, it is a personal responsibility shared by everyone.

Why Safety Matters in Shipyard Operations
Shipyard work presents unique challenges and hazards that demand constant attention. Employees routinely work around heavy equipment, elevated work areas, confined spaces, energized systems, hot work operations, and hazardous materials. These conditions make shipbuilding and ship repair among the most demanding industrial environments in the nation.

The consequences of a workplace injury extend far beyond the individual worker. Injuries can affect families, coworkers, schedules, and project performance. More importantly, many incidents are preventable when employees take the time to follow procedures, identify hazards, and communicate concerns.

The Numbers Tell the Story
Statistics show just how important safety is in the shipyard industry. According to the National Institute for Occupational Safety and Health (NIOSH), shipyard workers experience fatality and injury rates that are significantly higher than the average for all U.S. workers. Between 2011 and 2017, there were at least 45 fatal accidents among U.S. shipyard workers, representing a fatality rate of 4.0 per 100,000 workers. During the same period, there were an estimated 61,600 nonfatal injuries and illnesses, equating to approximately 5,370 cases per 100,000 workers, nearly twice the rate for all U.S. workers.

The shipyard workforce includes approximately 165,000 employees across the United States, all exposed to hazards such as falls, welding fumes, confined spaces, heavy lifting, noise, and energized equipment.

According to OSHA, common sources of injuries in shipyards include:

- Overexertion and strain injuries
- Slips, trips, and falls
- Contact with objects or equipment
- Transportation-related incidents
- Exposure to harmful substances or environments
- Confined space hazards and hot work activities

These statistics serve as a reminder that every unsafe act, shortcut, or overlooked hazard has the potential to become a life-changing event.









SAFETY TALK CONT.

Personal Accountability Makes the Difference

Safety programs, policies, and training provide the foundation for a safe workplace, but true safety depends on individual actions. Every employee has the responsibility to:

- Follow established procedures and work instructions.
- Wear and maintain required personal protective equipment (PPE).
- Conduct pre-task hazard assessments.
- Report hazards, near misses, and unsafe conditions immediately.
- Stop work when conditions become unsafe.
- Watch out for coworkers and encourage safe work practices.

Taking shortcuts may seem to save time in the moment, but the risk is never worth the consequence. The safest way is always the best way.

Building a Strong Safety Culture

A strong safety culture exists when employees at every level actively participate in identifying hazards and improving working conditions. Open communication, continuous training, and leadership commitment create an environment where everyone feels empowered to speak up when something is not right.

When safety becomes part of every decision and every task, injuries decrease, productivity improves, and employees gain confidence that their well-being is valued.

Safety Is a Choice We Make Every Day

Working safely is not something we do only during audits, inspections, or safety meetings. It is a mindset that guides every task, every decision, and every action. By staying focused, following procedures, and looking out for one another, we can ensure that everyone goes home safely at the end of the day.

Remember: No job is so urgent, and no task is so important, that it cannot be done safely. Your family expects you home. Make safety your first priority every time.

HR CONNECTION

GROWING TOGETHER: AN ENHANCED 401(K) MATCH IS COMING

BY ERIN O'NEIL

Beginning in January, under the Enhanced Safe Harbor structure, for every dollar eligible employees contribute to their 401(k) plan, ECR will match that contribution up to 4% of the employee's salary, subject to the Plan's terms. This change is designed to provide employees with greater confidence in their retirement savings while strengthening ECR's benefits program as the company continues to grow.

1. A Mandatory 4% Company Match

With the Enhanced Safe Harbor structure, eligible employees can count on a 4% company match when they contribute enough to receive the full match, subject to the Plan's terms. Unlike a discretionary match that may change from year to year, this approach provides greater consistency and helps employees plan for the future with confidence.

2. Immediate Ownership of Company Matching Contributions

Enhanced Safe Harbor matching contributions are immediately 100% vested. That means the company match belongs to employees as soon as it is contributed, giving every participant—regardless of tenure—clear and immediate ownership of those retirement dollars.

3. A Stronger, More Inclusive Retirement Plan

The Safe Harbor design helps the Plan meet certain annual nondiscrimination requirements in a more predictable way. This supports a retirement program that works consistently for employees across the organization and allows the company to focus more resources on maintaining a dependable, competitive benefit.



Why This Matters for ECR's Future

This transition benefits employees and the company as a whole. A more predictable Plan design can simplify administration, reduce the risk of corrective actions, and support responsible management of the retirement program. Just as importantly, a reliable 4% match with immediate vesting strengthens ECR's overall benefits package, helping us attract and retain great people. As ECR continues to grow, this change reflects our commitment to building a strong, sustainable company where employees can grow with us and plan confidently for the future.



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THE HIGH-FIVE ZONE

Great work deserves a little recognition! The High-Five Zone is your chance to give a shoutout to a teammate who went the extra mile, lent a helping hand, or simply made your day better.

Have someone in mind? Scan the QR code and submit a brief kudos for a chance to have your High Five featured in an next quarterly newsletter!



HIRING NEEDS

- DOCUMENT CONTROL SPECIALIST, FL
- DOCUMENT CONTROL SPECIALIST, VA
- PIPE SHOP FOREMAN, FL
- SUPERINTENDENT 1, FL
- STRUCTURAL SUPERVISOR, FL
- SUPERINTENDENT I, VA
- MARINE ELECTRICIAN SUPERVISOR II, VA
- PIPE FITTER SUPERVISOR I, VA
- RIGGER SUPERVISOR 1, VA
- SHEET METAL SUPERVISOR I, VA
- STRUCTURAL FOREMAN, VA
- STRUCTURAL SUPERVISOR I, VA
- STRUCTURAL SUPERVISOR II, VA
- QA SPECIALIST, VA
- CRANE OPERATOR, VA

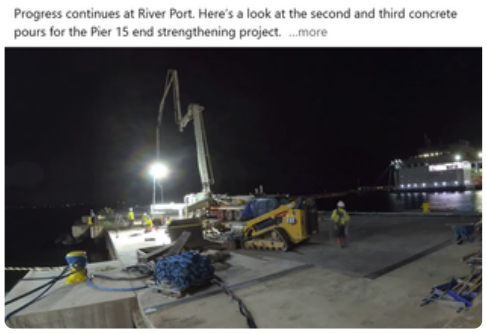
If you know someone who may be a perfect fit for any of these positions, please refer them to www.ecrfab.com/careers to apply!

SOCIAL CHATTER

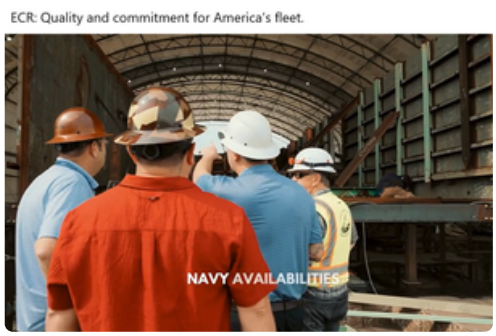
Here's what you may have missed on our social media outlets...

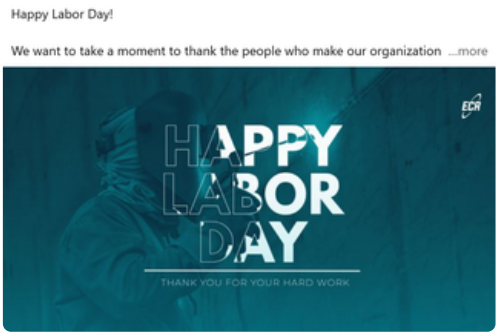


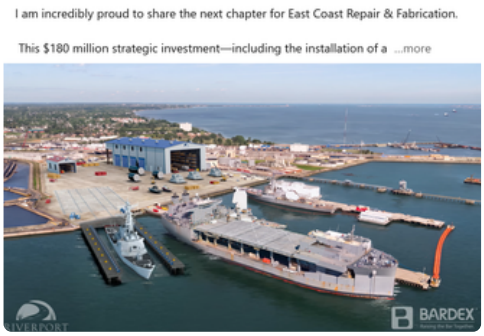




Left to right: We gave a special shoutout to Deborah York for her leadership in Procurement and the important role she plays in our success. We also spotlighted Tracy Bryant in her previous role as a 3rd Class Pipefitter, where she gave us a behind-the-scenes look at a typical day on the job. And at Pier 15, we shared timelapse videos capturing the concrete pours in action and showcasing the progress taking shape.

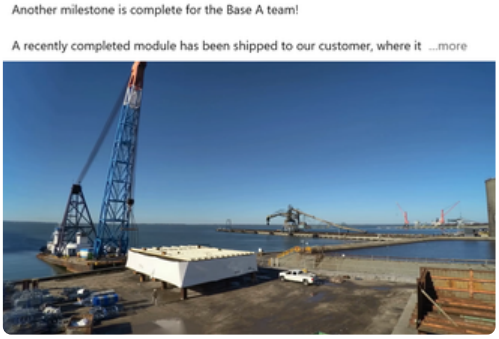






Left to right: We shared a new promo piece showcasing our capabilities, our people, and the mission that drives us. We celebrated Labor Day with a special thank-you to our incredible team, recognizing the hard work and dedication behind everything we accomplish together. And we shared exciting news about the future of ECR and River Port, with new infrastructure investments that will bring dry dock capabilities to the facility.







Left to right: We celebrated multiple team members who marked 15 years with ECR in September and thanked them for their hard work and dedication. We shared a timelapse of another major milestone for our Base A team, capturing a completed module as it was picked up and transported to our customer. We also honored the U.S. Navy's 251st Birthday and shared our pride in supporting fleet readiness and the Sailors who serve aboard these vessels.

Don't miss out on all the fun! Follow us on Facebook, LinkedIn, and Instagram to stay up-to-date on what's happening at ECR.

/ecrfab1 /ecrfab /eastcoastrepairandfab

WELCOME ABOARD!

Q3 (July-September) - New Team Members

Welcome to our growing team. We are so pleased that you have chosen to come and share your time and energy with us. This is an exciting time for our company, and we are delighted to welcome you as a key addition to our valued team. We can't wait to see what amazing things you will accomplish.

Joseph Addison
Superintendent I
Jamey Amparo
Operations Planning Specialist
Juan Blasini Cedeno
Electrician 1/C
John Blauser
Superintendent I
Carl Douglas
Electrician 1/C
Jim Ramsey
Helper 2/C
Allan Almanzar
Welder 3/C

Frank Berkhimer
Project Manager I
Ilia Kostov
Electrician 1/C
William Shreves
Pier Coordinator
Jason Barnett
Outside Machinist 2/C
Musa Yemhatpe
Senior Project Manager
Scott Hawkins
Weld Program Manager
William Hollowell
Outside Machinist 1/C

Nathaniel Creasy
Pipe Shop Supervisor II
Michael Bell
Electrician 3/C
Donald Ater
Pipefitter Supervisor I
Iris Reyes
PM Administrative Assistant
Massimo D'Alessandro
Chief Financial Officer
Haley Styron
Senior Executive Assistant
Raven McLeod
Project Manager

Carah Boyd
Welder 1/C
Tyler Henderson
Outside Machinist 1/C
Zachery Hipley
Welder 1/C
Dylan Sanders
Outside Machinist 1/C
Sebastian Stuto
Outside Machinist 1/C

RETIREMENTS

Honoring your years of excellent service to our team and celebrating the legacy of hard work and commitment you leave behind.

David Sobota, ECR Superintendent II, VA - 7/31/2026
Tony DelliCarpini, CW Project Manager, VA - 9/11/2026

PROMOTIONS

Congratulations to our team members who were promoted during the first quarter (July-September).

David DeBose
Ship Fitter Lead Mechanic to Welder Master
Richard Murray
ESH Supervisor II to ESH Manager

Tracy Bryant
Pipe Fitter 3/C to Production Superintendent I
Jalisa White
WAF/Hotwork Coordinator to Production Superintendent I

Tristyn D'Aurora
Welder 2/C to Welder Lead
Myles Chapman
Welder 1/C to Welder Lead

Q4 ANNIVERSARIES

Thank you to the following employees for their dedication and years of service:

1 Year Anniversary

Jereme Miller (JMR)
Edward DePietro
Ronald Thomas Jr.
Shaun Clement (JMR)
John Brock (JMR)
Donna Kiernan
David DeBose
Coby Henderson
Jonathan Lambert
Taurin Perry
Thomas Pederson
Terry Mobley Jr.
Jason Brisson
Kendrick Boone

3 Year Anniversary

Brandon Springle (JMR)
Charles DeLauder
William Pough
Donovan Jordan
Tyrell Reeders
Brandon Schmid

5 Year Anniversary

Wayne Waddell
Luis Morales
Alexis Powell
John Nelms
Alejandro Mendez (CW)
Simon Baney Vuocolo

7 Year Anniversary

Nancy Braswell Brookins
Marquel Brown
Madeline Lewis
Maxwell King

10 Year Anniversary

Aaron Harrison

15 Year Anniversary

Kimberly McGilbray
Jacob Dinmore

You play a vital role in the prosperity of our company.
Thank you for your hard work.
We formally recognize anniversaries for years 1, 3, 5, 7, 10, 15, 20, 25.



LEADERS Q/A

Featuring: Barbara Nicholas, VP of Administration

How long have you been in the Ship Repair industry, and what role did you start with?
I started in Ship Repair Industry when I came on board with ECR and Affiliates in 2022. My background includes over 17 years in federal contracting.

What led you to become the VP of Administration for ECR and its affiliates?
I started as the Director of Human Resources. In January of this year, I was honored to be offered the role of VP of Administration. This includes oversight of Human Resources, Recruiting, Information Technology, and Communications.

What do you like most about your job?
I enjoy the constant change. No two days are the same, and I am thrilled to be working in an environment that fosters growth.

What motivates you?
Working with people is a strong motivator for me. Being a part of an organization with a strong foundation of taking care of employees is HUGE!

What values are most important to you as a leader?
Integrity, Respect, and Honesty.

Which supporting skills do you think are most important when it comes to leadership?
The number one skill is listening to understand.

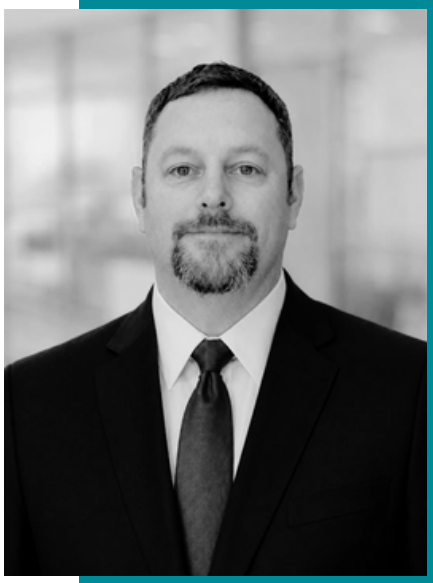
What are your hobbies (Not work-related)?
Hanging out with my husband, watching football and all sports, spending time with my grandkids, playing with my dog.

What's your biggest fear?
I am driven by faith not by fear. Still, if there's one thing I'd rather avoid, it's spiders!

Tell us something we wouldn't know about you.
I love to drive fast, I love Harley Davidson's, and I sang in choirs and praise teams for over 20 years.



MESSAGE FROM OUR PRESIDENT



As we close out the third quarter and head into the final stretch of 2026, I want to recognize what has been another incredible quarter for our organization. This continues to be one of the busiest and most impactful years in our company's history. The workload has been demanding, schedules have been aggressive, and expectations remain high. Yet, time and time again, our teams continue to rise to the occasion and deliver exceptional results.

Throughout the quarter, we celebrated the successful completion of the USS STOUT ISRA I, USS GUNSTON HALL CMAV, and USS TORTUGA CMAV, along with numerous unit completions and deliveries from Base A. Our teams are also working hard to bring the USS WINSTON S. CHURCHILL ISRA, USNS HERSHEL "WOODY" WILLIAMS MTA, and USS GRAVELY SRA across the finish line while kicking off the USS BAINBRIDGE SRA. These accomplishments reflect the tremendous effort, teamwork, and commitment to delivering quality work to our customers on time and often ahead of schedule.

Our JMR team also deserves recognition for successfully docking three landing craft vessels, while Colonial Welding continues to deliver complex fabrication projects, including additional boxes and new aluminum gangways. The collaboration between our divisions and affiliates continues to strengthen our organization and demonstrates what we can accomplish when we operate as one team.

Perhaps the most exciting milestone of the quarter was the announcement of our $180 million investment at Riverport, including the installation of a 26,000-ton Bardex OmniLift® shiplift and construction of a new manufacturing facility. This transformational investment will significantly expand our capabilities, create new opportunities for our employees, and position ECR for continued growth for decades to come. I want to personally thank Jorge Rivera for his vision, leadership, and belief in our team. Just as importantly, I want every employee to recognize that this investment is a direct result of your hard work, dedication, and the reputation we have built together. This is our future, and every one of you has helped make it possible.

We also welcomed Massimo D'Alessandro as our new Chief Financial Officer and Haley Styron as our new Senior Executive Assistant. Both bring valuable experience and support to our leadership team, and I am excited about the contributions they will make as we continue to grow and strengthen our organization.

I also want to give a special shout-out to our Communications Department for the incredible work they have been doing. From the social media posts and employee spotlights to the videos highlighting our projects, capabilities, and people, the quality and consistency of the content being produced have been outstanding. You are doing an amazing job telling our story, showcasing the hard work of our teams, and sharing what makes ECR such a special organization. Keep up the great work!

As we enter the final quarter, I want to remind everyone that safety remains our number one priority. With the amount of work taking place across our facilities, we cannot allow schedules or production demands to compromise our commitment to working safely. Look out for one another, take the time to do things right, and never hesitate to speak up. No project or deadline is more important than ensuring everyone returns home safely to their families.

To the entire ECR, JMR, and CW family, thank you. Your hard work, sacrifices, and dedication do not go unnoticed. I am incredibly proud of what we have accomplished together and even more excited about what lies ahead. We are building something special, and I truly believe the best is yet to come.

Let's finish 2026 strong, continue taking care of one another, and keep building on our success.

Set for growth. Driven by purpose. Positioned for success.

We are ECR!



Justin Stern